FINANCIAL NEWS

Sizzler 1984 net profit up 37.4% to $7.9 million

LOS ANGELES — Citing improved margins and increased customer counts, Sizzler Restaurants reported net profit up 37.4% over last year to $7.9 million on an 11% gain in revenue to $142.3 million for fiscal 1984 ended April 30.

Fourth-quarter net profit was up 58.2% to $2.46 million on an 18.4% increase in revenue.

President and ceo Thomas L. Gregory said Sizzler experienced healthy real sales gains in 1984, describing as modest the 451-unit steak/seafood/salad-bar chain's year-to-year menu-price increases of under 3%.

T.G.I. Friday's to acquire franchisee's assets for $7 million

DALLAS — T.G.I. Friday's Inc. has signed a deal to acquire the assets of four franchised T.G.I. Friday's units from Commonwealth Capital Corp. for $7.2 million.

The units are located in Lexington, Ky., Knoxville, Tenn., and Richmond and Virginia Beach, Va. Friday's will also purchase the land and buildings for the latter two locations.

Food-service chain stock analysis table

		STOCK PRICE							TREND TO MARKET				EARNINGS/SHARE					P/E	DIVIDENDS			FINANCIAL POSITION					
		Two Weeks Ended June 29							Price Trend (% per day)		Volume Trend (% per day)			Latest 12 Months vs Preceding 12 Months Change		5-Year Annual Growth Rate	Profit Margin		Indicated Dvd. rate						Last Fiscal Year (Per Share)		
					Monthly Change		52-Week						Last Fiscal Year					Latest P/E Ratio			Last X-Dvd. Date	Last Fiscal Year		Current Ratio			Last Balance Sheet Date
Name	Symbol	High	Low	Close	Amt	Pct	High	Low	Last 30 Days	Last 5 Days	Last 30 Days	Last 5 Days		Amt.	Pct				Amt.	Yield		Revenue	Earnings		Long Term Debt	Common Stock Equity	
-	-	$	$	$	$	%	$	$	%	%	%	%	$	$	%	%	%	-	$	%	-	$ Mil	$ Mil	-	$	$	-
A&M Food Svcs	AMFD	6.50	5.38	5.75	-.75	-11.54	8.75	.00	.11	-2.18	2.64	49.81	.40	.44	Q	NC	10.0	4.3	13.1	.00	.0	00-00-00	25.4	1.1	2.5	1.21	2.19	1283
Acapulco Rest	ALAR	5.00	4.88	5.00	.13	2.56	7.25	3.88	.87	.63	-5.86	56.60	-2.05	-1.98	S	-164.7	-75.0	-12.9	NE	.00	.0	01-06-81	37.9	-4.9	1.8	6.37	1.01	1083
Alleghy Bev	ABEV	15.00	14.25	14.50	.13	.87	18.75	12.69	.28	-.69	.22	-11.37	1.67	.18	Q	12.0	39.0	2.1	8.6	.40	2.8	04-06-84	526.1	10.8	1.8	30.14	9.98	1283
Am Motor Inns	INN	15.75	12.75	14.75	1.75	13.46	18.88	12.50	.33	-.02	1.94	-56.42	1.26	.27	S	23.8	42.0	8.6	10.5	.15	1.0	05-21-84	162.5	13.9	1.8	6.02	7.95	0783
ARA Services	ARA	46.25	43.13	45.88	2.13	4.86	55.25	40.25	.16	.44	-7.77	16.74	4.37	1.21	Q	36.7	-3.0	1.7	10.2	2.10	4.6	05-25-84	3056.6	52.0	1.1	23.29	46.15	0983
Assoc Hosts	AHST	13.38	12.75	13.25	-.25	-1.85	18.50	10.50	.33	.84	3.10	22.01	.72	.46	S	115.0	1.0	3.6	15.4	.12	.9	06-05-84	88.3	3.2	1.3	5.25	5.71	0983
Beefsteak Char	BCS	3.63	3.13	3.13	-.13	-3.85	7.88	2.88	.21	-1.51	-2.93	6.50	-1.30	-2.34	Q	-285.3	-53.0	-7.0	NE	.00	.0	00-00-00	95.2	-6.7	1.7	3.13	3.54	1083
Bob Evans Farms	BOBE	17.00	16.00	16.25	.00	.00	26.81	16.00	-.13	-1.13	-1.33	18.17	.89	.14	N	16.8	21.0	7.5	16.8	.26	1.6	05-07-84	187.5	14.1	3.0	.00	5.54	0483
Brock Hotel Cp	BHC	5.38	5.00	5.00	-.13	-2.44	9.25	4.38	.30	-1.97	-2.24	-7.49	.17	-.01	Q	NC	-14.0	.7	NE	.10	2.0	04-17-84	319.8	2.2	.8	15.66	4.47	1283
Calny Food	CLNY	9.50	8.00	9.00	1.00	12.50	10.75	7.25	.49	-1.30	-1.80	-38.95	.52	.07	F	15.5	3.0	4.8	17.3	.16	1.8	04-25-84	43.6	2.1	.4	2.48	1.49	0283
Capt Crab Inc	CRAB	3.25	2.50	2.63	-.38	-12.50	8.38	2.50	-1.97	-3.62	-.64	-.16	.00	.00	Q	NC	NC	.0	NC	.00	.0	00-00-00	1.5	.0	7.5	.01	.29	0883
Carrols Cp	CRL	9.38	8.50	8.88	.13	1.43	11.88	6.44	.29	-1.44	4.41	-49.45	.50	.26	Q	83.8	99.0	3.7	15.6	.05	.6	12-23-83	84.2	3.1	.8	3.66	2.42	0583
Chi-Chi's	CHIC	18.25	16.50	18.00	1.38	8.27	29.00	13.25	.90	-.09	-4.37	-44.29	.39	.26	S	96.2	67.0	9.4	34.0	.00	.0	09-28-83	94.2	8.9	2.6	1.87	1.62	0483
Chilis Inc	CHLI	13.50	12.75	13.00	-.50	-3.70	18.38	12.75	-.25	-.89	-2.34	34.15	.29	.17	N	NC	2.0	5.8	76.5	.00	.0	00-00-00	17.1	1.0	1.3	11.36	3.94	0683
Ch Full O Nut	CHF	11.66	11.00	11.00	-.16	-1.40	23.66	9.94	-.07	-.66	-3.17	10.98	.62	-.19	N	-34.5	-6.0	2.9	30.6	.48	4.4	06-29-84	111.6	3.2	2.9	.33	6.50	0783
Churchs Fr Ch	CHU	28.25	25.25	27.50	2.00	7.84	33.50	21.25	.26	.48	-.08	-12.45	1.66	-.53	F	-24.2	3.0	6.8	16.6	.80	2.9	05-07-84	464.1	31.6	1.8	.62	11.74	1282
Collins Foods	CF	19.00	18.00	18.63	.38	2.05	21.63	14.75	.33	.16	-2.19	-7.47	1.47	.30	N	21.4	27.0	3.8	11.0	.20	1.1	03-26-84	324.4	12.4	1.8	4.14	8.71	0483
Concept Dev	CDII	15.75	15.00	15.50	.50	3.33	17.69	11.63	.20	.08	3.99	-49.40	.06	.46	S	NC	86.0	1.3	33.7	.00	.0	06-12-84	7.8	.1	1.0	.32	1.59	0683
Consul Corp	CNSL	13.50	12.00	12.88	.50	4.04	18.75	10.75	.59	-1.27	-.22	4.42	.26	.14	N	70.0	39.0	2.5	37.9	.00	.0	00-00-00	32.0	.8	5.0	1.08	5.67	0583
Cracker Barrel	CBRL	20.25	19.75	20.25	.25	1.25	25.75	15.75	.40	-.05	1.31	-20.61	.86	.06	N	6.8	24.0	4.4	21.8	.14	.7	06-04-84	45.7	2.0	4.1	2.64	7.33	0783
Denny's Inc	DEN	39.63	38.38	39.50	.75	1.94	41.38	29.00	.57	.24	-1.87	-3.34	2.54	.26	N	10.3	12.0	3.8	14.2	.72	1.8	06-05-84	1054.6	40.2	1.7	17.92	17.17	0683
Disney, Walt	DIS	50.25	46.25	47.38	-2.13	-4.29	68.50	46.25	-1.42	.44	-3.73	-31.34	2.70	-1.00	S	-31.1	-6.0	7.1	21.4	1.20	2.5	06-07-84	1307.4	93.2	1.4	10.04	40.58	0983
Divfood	DFDI	14.13	12.50	13.88	-.13	-.89	23.38	12.50	-.46	.24	6.01	-19.13	.99	.03	Q	3.1	70.0	6.8	14.0	.09	.6	03-22-84	484.3	32.9	2.1	.55	1.99	1282
Dunkin Donuts	DUNK	20.50	19.88	20.38	.50	2.52	26.50	18.13	-.01	.26	-1.71	-6.98	1.62	.23	S	15.1	24.0	10.2	11.6	.28	1.4	05-07-84	77.5	7.9	.9	5.93	9.56	1083
El Torito Rest	ET	10.25	9.75	10.13	.25	2.53	13.13	9.00	-.13	.06	-.93	-7.51	NA	NA		NA	NA	NA	NA	.00	.0	00-00-00	NA	NA	NA	NA	NA	NA
Fast Food Oper	POPI	1.19	1.06	1.06	-.13	-10.53	4.63	1.06	-.81	-1.68	2.19	-7.81	.06	.01	F	20.0	59.0	4.9	17.7	.00	.0	00-00-00	6.1	.3	2.0	.02	.36	1282
Frisch's	FRS	27.38	26.63	27.25	.38	1.40	32.94	18.68	.23	.27	-4.56	73.68	1.85	.75	N	51.3	22.0	3.7	12.3	.40	1.5	06-27-84	110.6	4.1	1.3	5.73	14.56	0583
Garcias Scot	GMEX	6.00	5.25	5.50	-.25	-4.35	14.13	4.00	.83	.00	-1.60	-34.09	-.48	-.28	F	NE	7.0	-6.1	NE	.00	.0	00-00-00	36.2	-2.2	.9	.55	3.61	1283
Gen Mills	GIS	53.00	51.50	52.75	1.00	1.93	57.00	41.63	.21	-.02	-2.25	-7.74	4.89	.77	N	17.3	17.0	4.4	10.1	2.24	4.2	07-03-84	5550.8	245.1	1.2	9.71	25.68	0583
Hambrg Hamlet	HAMB	11.00	10.50	11.00	.25	2.33	12.00	9.50	.53	.11	1.09	.00	1.54	2.64	F	NE	-14.0	3.1	7.1	.00	.0	00-00-00	35.5	1.1	1.0	20.86	11.96	0383
Hilton Hotels	HLT	52.00	48.88	50.00	.50	1.01	59.50	47.50	.11	-.25	3.07	-24.11	4.20	1.08	F	34.6	6.0	16.8	11.9	1.80	3.6	05-25-84	669.6	112.6	2.0	6.73	21.31	1282
Holiday Inns	HIA	45.50	41.38	43.00	1.25	2.99	57.63	38.25	.37	-.69	-1.35	-17.39	3.28	.78	Q	30.0	13.0	7.8	12.7	.90	2.1	06-11-84	1585.1	124.4	.7	12.90	27.76	1283
Horn & Hardart	HOR	17.25	15.13	16.38	.38	2.34	29.63	14.38	.13	.08	.17	41.49	1.15	.37	Q	46.8	71.0	4.0	14.1	.00	.0	11-25-83	339.7	13.5	1.1	9.01	4.54	1282
Hungry Tiger	HTIG	6.00	5.50	5.50	-.50	-8.33	10.75	5.50	-.55	.44	-5.29	-37.89	.00	-.81	S	-120.8	-17.0	.0	NE	.00	.0	11-15-82	63.8	.0	.9	4.75	3.66	0883
Intl Dairy Queen	INDQ	39.50	39.00	39.00	.00	.00	40.00	29.50	.06	.09	-8.32	33.33	2.94	.81	Q	35.3	57.0	6.2	12.6	.00	.0	00-00-00	115.7	7.2	1.0	11.31	7.21	1183
Int King Tab	IKNG	15.88	14.75	15.50	.63	4.20	23.00	12.50	-.19	-.39	.13	-60.93	.92	.70	N	100.0	60.0	4.8	11.1	.00	.0	08-15-83	50.0	2.4	.4	5.16	3.18	0683
JB's Rest	JBBB	13.25	12.38	12.38	-.63	-4.81	18.13	10.38	.42	-.39	-4.27	-5.80	1.00	.05	S	5.0	20.0	4.1	11.9	.20	1.6	02-07-84	53.3	2.2	1.0	5.17	7.42	0983
Jerrico Inc	JERR	15.75	14.13	14.25	-1.00	-6.56	21.00	11.88	.15	-1.78	-5.16	-1.20	1.33	-.08	N	-6.0	16.0	4.6	11.4	.12	.8	05-07-84	452.1	21.0	1.8	5.03	10.28	0683
Kapok Cp	KPK	3.38	3.00	3.38	.38	12.50	9.88	2.88	-.01	1.11	1.88	12.90	-1.29	-.92	F	NE	-52.0	-22.0	NE	.00	.0	00-00-00	12.3	-2.7	.7	1.74	2.45	0983
Kelly-Johnston	KEJO	4.88	4.25	4.75	.13	2.70	18.75	4.25	-.49	1.98	-.69	-7.38	.40	-.31	N	-75.6	16.0	6.3	47.5	.00	.0	10-13-82	38.0	2.4	4.0	3.29	4.41	0383
Karcher Carl	CARL	25.00	23.50	24.50	.75	3.16	43.75	18.75	.53	.10	-3.49	-22.10	1.32	.34	S	28.5	23.0	4.0	16.0	.00	.0	02-16-83	231.0	9.3	2.4	8.31	8.13	0183
Luby's Cafe	LUB	34.75	32.88	34.38	.63	1.85	39.75	30.88	.26	.65	-3.00	2.59	1.53	.31	N	20.9	27.0	9.8	19.2	.60	1.7	06-04-84	141.4	13.9	1.6	.60	7.80	0883
Marcus Corp	MRCS	12.63	12.13	12.50	.13	1.01	14.88	11.38	.13	.20	-1.02	-4.08	1.28	.13	N	10.6	6.0	6.1	9.3	.25	2.0	07-01-83	108.9	6.6	1.2	2.72	11.07	0583
Marriott Corp	MHS	69.25	65.25	68.13	2.75	4.21	79.25	58.50	.47	-.26	.30	3.46	4.15	.69	Q	19.2	31.0	3.8	15.9	.44	.6	06-18-84	3036.7	115.2	.9	33.49	19.43	1282
McDonald's Cp	MCD	71.00	66.88	68.63	1.50	2.23	74.38	55.75	.40	-.24	-.06	-34.86	5.74	.74	F	14.8	24.0	11.2	12.0	1.16	1.7	05-23-84	3062.9	342.6	.5	17.62	25.51	1282
Morrison Inc	MORR	18.13	15.75	17.38	1.50	9.45	20.81	13.13	.99	-.93	6.43	7.05	1.34	.19	S	15.4	13.0	4.5	12.2	.40	2.3	04-09-84	416.4	18.7	1.5	2.39	8.57	0583
Mr Steak	MSST	2.38	2.13	2.25	-.13	-5.26	3.47	2.13	-.21	-1.61	-2.00	57.90	.15	.34	S	NE	-25.0	1.1	17.3	.00	.0	03-26-84	63.2	.7	1.3	1.34	1.42	0983
Nathans	NATH	2.13	2.00	2.13	.25	13.33	3.63	1.66	.32	-.14	-2.27	-8.82	.20	.12	F	150.0	25.0	2.0	10.6	.00	.0	09-09-83	20.0	.4	.8	.05	1.79	0383
Naugles Inc	NAUG	9.88	7.75	9.13	1.13	14.06	32.75	7.50	.49	-1.16	1.42	-12.98	.70	-1.71	N	-228.0	-26.0	3.6	NE	.00	.0	11-01-82	86.7	3.1	.8	6.57	4.96	0683
Ogden Corp	OG	28.25	26.00	28.00	1.50	5.66	34.38	24.50	.09	1.01	1.59	11.80	2.64	.60	Q	30.1	-8.0	3.0	10.8	1.80	6.4	06-08-84	1727.8	52.5	1.9	15.29	18.87	1283
Pancho Mex Buffet	PAMX	6.88	6.00	6.88	.50	7.84	8.88	5.88	-.10	3.61	2.69	55.52	.43	.15	S	44.1	65.0	4.8	14.0	.10	1.5	09-08-83	25.1	1.2	1.2	.11	2.75	0983
Peoples Rest	PEPL	2.00	1.25	2.00	.13	6.67	15.13	1.25	-1.84	9.20	-.30	-2.35	.28	-.32	N	-160.0	115.0	7.5	NE	.00	.0	00-00-00	25.3	1.9	1.3	1.86	4.41	0683
PepsiCo Inc	PEP	43.50	41.75	41.75	-.63	-1.47	43.50	32.63	.26	-.33	.15	7.51	3.01	.17	Q	5.7	3.0	4.0	13.4	1.68	4.0	06-04-84	7093.6	284.1	1.3	8.76	19.18	1283
Piccadilly Caf	PICC	21.88	19.25	21.75	2.13	10.83	21.88	12.75	.45	-.10	2.03	-41.41	.99	.05	N	4.6	5.0	3.9	19.2	.60	2.8	06-04-84	152.7	6.0	1.6	.00	7.71	0683
Pillsbury Co	PSY	40.00	36.50	37.25	-.50	-1.32	41.50	27.75	.11	-1.61	4.07	-.30	3.29	.96	N	32.6	13.0	3.9	9.6	1.40	3.8	07-26-84	3685.9	143.0	1.4	13.22	22.10	0583
Pizza Inn	PZA	11.50	8.50	11.38	2.38	26.39	17.50	8.38	.39	3.91	5.18	41.75	1.14	.38	Q	53.5	30.0	2.5	10.4	.08	.7	04-16-84	146.9	3.6	1.2	15.12	7.77	1283
Po-Folks	POFO	15.25	14.50	14.50	.13	.87	16.75	12.63	.66	-1.43	1.20	25.05	.37	.41	Q	NC	4.0	1.9	35.4	.00	.0	00-00-00	69.8	1.3	1.1	4.68	4.95	0983
Ponderosa Sys	PON	20.50	19.00	19.50	.13	.65	24.88	16.00	.02	-.50	2.53	-43.74	1.50	-.41	N	-25.7	-5.0	2.8	16.5	.40	2.1	06-06-84	376.7	10.4	.8	8.03	12.43	0283
Ramada Inns	RAM	7.63	6.75	7.50	.38	5.26	11.88	6.50	.28	.08	-.51	1.47	.13	.86	F	NE	-24.0	.7	57.7	.00	.0	10-19-81	573.8	4.2	.6	18.50	5.12	1282
Rax Restaurants	RAXR	16.38	14.50	16.00	1.00	6.67	23.25	.00	.80	-.25	2.40	-18.71	.57	.63	Q	NC	57.0	3.8	25.4	.00	.0	00-00-00	63.0	2.4	1.7	4.33	3.63	0783
Rest Assoc	RA	8.50	7.25	8.50	1.25	17.24	9.88	6.50	.49	2.28	15.15	93.14	.88	.10	F	12.8	31.0	1.9	9.7	.00	.0	00-00-00	118.9	2.2	1.0	3.98	7.15	1282
Rest Systems	RSYS	10.25	9.75	10.25	1.00	10.81	13.50	9.00	.50	.79	2.58	7.52	.72	.75	Q	NC	19.0	4.7	13.7	.00	.0	00-00-00	29.6	1.4	1.8	1.21	5.19	1283
Ritzys G D	RITZ	7.00	6.25	6.50	.25	4.00	20.00	5.75	.21	.46	2.28	23.18	-.17	.17	Q	NE	-25.0	-9.6	NE	.00	.0	11-25-83	8.3	-.8	.7	.17	2.29	1283
Ryans Fam Steak	RYAN	19.75	17.75	19.50	1.75	9.86	28.25	15.50	.33	.22	.75	-3.40	.52	.23	Q	65.7	60.0	10.8	33.6	.00	.0	04-20-83	19.5	2.1	8.2	.19	3.89	1283
Saga Corp	SGA	30.63	27.75	29.50	1.75	6.31	40.25	24.63	.11	-.11	1.69	-41.84	2.10	.52	S	29.7	64.0	2.3	13.0	.44	1.5	05-14-84	978.8	22.4	.9	4.65	10.62	0683
Sandwich Chef	SHEF	7.50	7.25	7.50	.25	3.45	14.25	7.25	-.56	.08	.15	34.48	.70	-.17	N	-22.6	15.0	4.5	12.9	.00	.0	00-00-00	20.2	.9	1.5	.08	5.38	0683
Sea Galley	SEAG	10.63	9.88	10.00	.13	1.27	15.00	7.50	.31	-.67	-2.29	-26.11	.23	.42	Q	221.0	10.0	1.2	16.4	.00	.0	06-02-81	73.0	.9	.6	5.06	3.18	1283
Servico Inc	SRVI	18.25	17.00	18.00	.00	.00	18.25	13.50	.73	-.02	.53	18.32	1.19	.51	F	75.0	17.0	2.5	15.1	.00	.0	09-09-83	151.0	3.7	1.1	59.81	5.64	1282
Shoney's Inc	SHON	26.50	25.38	26.13	.50	1.95	26.50	20.00	.69	-.29	.16	-56.85	1.17	.26	Q	26.8	35.0	6.0	21.2	.16	.6	06-19-84	392.8	23.4	1.6	2.64	8.83	1083
Shoneys South	SHNS	16.75	15.00	16.50	1.25	8.20	20.50	13.75	.54	-.24	4.01	9.97	1.24	.45	Q	52.3	33.0	3.5	12.6	.00	.0	00-00-00	142.0	4.9	.7	3.51	6.76	1283
SIS Cp	SISB	6.75	6.25	6.75	.50	8.00	11.50	6.25	-.05	1.39	-1.45	-36.89	.14	.13	F	300.0	65.0	4.4	48.2	.00	.0	00-00-00	4.5	.2	6.0	.97	2.65	1283
Sizzler Rest Intl	SIZZ	13.75	12.50	13.00	.25	1.96	15.00	8.75	.30	.10	-1.48	12.73	1.01	.08	N	8.3	15.0	4.5	12.5	.00	.0	00-00-00	128.0	5.8	2.3	1.49	6.27	0483
Skippers	SKIP	10.25	9.50	10.25	-.25	-2.38	15.50	9.00	-.05	1.32	.90	-8.38	.81	.14	Q	20.8	26.0	4.0	12.7	.06	.6	04-02-84	50.5	2.0	1.3	1.84	6.39	1283
Sonesta Hotel	SNSTA	18.50	18.00	18.00	-.50	-2.70	22.00	16.50	-.03	-.49	-1.04	50.00	1.02	-.94	Q	-118.9	-17.0	2.3	NE	.30	1.7	06-04-84	73.4	1.7	.7	41.07	6.99	1283
So Hospitality	SHOS	4.00	3.88	4.00	.13	3.23	6.75	3.75	-.24	.78	2.95	24.61	.27	.05	N	19.2	75.0	3.8	12.9	.00	.0	00-00-00	26.3	1.0	.8	4.32	.24	0583
Consol Prdts	COPI	5.88	5.63	5.88	.38	6.82	10.00	4.88	.28	.53	.06	41.72	.29	.06	S	25.0	71.0	2.1	19.6	.00	.0	00-00-00	63.4	1.3	1.3	4.90	3.05	0983
TGI Friday's	TGI	12.75	11.13	12.50	1.00	8.70	17.88	10.00	.31	.49	-.98	-13.72	.65	.68	Q	NC	28.0	4.5	18.4	.00	.0	00-00-00	229.5	10.4	1.9	2.44	6.94	1283
TGIF Texas	TEXF	3.50	3.25	3.25	-.25	-7.14	7.50	3.25	-.47	-1.48	-.58	-52.04	.06	.06	F	NC	76.0	.0	54.2	.00	.0	00-00-00	9.0	.0	.9	1.19	1.92	1283
Victoria Stations	VSTA	7.38	6.50	7.38	1.00	15.69	11.75	5.13	.94	1.20	1.81	39.05	-1.02	-.44	N	NE	-61.0	-7.1	NE	.00	.0	09-19-79	111.9	-8.0	.6	8.39	8.51	0383
Wendys Intl	WEN	18.25	15.75	17.13	1.13	7.03	18.25	10.78	.67	-.63	1.40	-14.81	1.01	.19	Q	21.8	21.0	7.7	16.2	.24	1.4	05-01-84	715.1	55.2	.7	1.59	5.67	1283
Wstn Steer	WSMP	12.00	10.75	11.75	1.25	11.90	14.00	9.00	1.10	-.59	.34	-14.06	1.02	.10	F	10.8	4.0	3.3	11.5	.16	1.4	03-12-84	36.1	1.2	1.6	5.02	10.04	0284
Winners Cp	WNER	10.38	9.00	10.13	1.13	12.50	17.13	7.75	.95	-.42	-2.29	-10.59	.63	-.06	Q	-9.2	12.0	3.3	17.2	.00	.0	03-10-83	88.2	2.9	.5	7.06	6.43	1282

All data is based on sources believed to be reliable, but its accuracy is not guaranteed. Every effort will be made to correct errors, when discovered, in future issues.

Footnotes:

LA - Not Applicable
NC - Not Calculable
NE - Negative Earnings
NM - No Meaningful Figure
Q - First Quarter
S - First 6 Months
N - First 9 Months
F - Fiscal Year

Data and Table Prepared by Media General Financial Services, Inc., Richmond, Virginia 23219

FINANCIAL NEWS

Shoney's sees $19M saving on Marriott Big Boy termination

NASHVILLE—Shoney's Inc. said it expects to save $19 million over the next 10 years from terminating its Marriott Big Boy franchise agreement.

The added cash flow and the new freedom to expand beyond its designated territory could mean Shoney's will accelerate expansion plans.

Shoney's agreed with Marriott in April to pay $13 million to Marriott to drop the Big Boy name from its stores in favor of simply "Shoney's."

Shoney's said it expects to recover $5 million of the $13 million breakaway cost from its subfranchisees who have agreed to pay royalties to Shoney's that would otherwise have gone to Marriott.

Shoney's will amortize the remaining $8 million over 10 years.

Based on projected revenue for the next 10 years, Shoney's said it figured that it would save $19 million in franchise fees after taking into account the $13 million in payments to Marriott.

Ray Danner, chairman and chief executive, said the company is "gearing up to have an accelerated expansion over the next few years." To be financed "90% through cash flow," Danner noted that Shoney's has $40 million to $50 million in excess cash and securities.

Meanwhile, Shoney's marked its 100th consecutive quarter of advancing sales and earnings.

The company posted $7.2 million in net profit for the second quarter ended May 13, a 31% advance over last year's second quarter. Second-quarter revenue was $112.8 million, a 23% gain.

For the six-month period, Shoney's reported $13.7 million in net profit, up 29% from last year.

Shoney's operates 455 and franchises 630 restaurants for combined sales of $1 billion per year. Ten Shoney's, 17 Captain D's fast-food fish outlets and five Lee's Famous Recipe fast-food chicken outlets were opened in the first half of the year.

New Fuddruckers offer: 500,000 more shares

SAN ANTONIO—Fuddruckers Inc., the 20-unit 8-oz.-burger chain, which made its first public offering last fall, has filed a plan to sell 500,000 additional shares of common stock.

At a recent price around $12, the offering could raise $6 million to help develop another 15-20 company units and 13-23 franchised units by year-end.

The company went public in November 1983 with a one million share offering priced at $7 each. This new offering would raise the number of outstanding shares to 6.4 million.

Bob Evans net $9M for 1984

COLUMBUS, Ohio—Beset by flat sales for most of the year, Bob Evans Farms' family restaurant division posted net profit of $9.2 million for FY '84 ended April 27, a 7% gain over fiscal 1983.

Restaurant sales rose 16% to $120.1 million for the year. Comparable-unit sales were flat until the fourth quarter when they inched upward 2% year-to-year.

Bob Evans finished fiscal 1984 with 107 restaurants, up from 93 the year before. Seventeen new restaurants are planned for this year.

The company, which also manufactures and markets sausages, reported consolidated net profit of $16.1 million, a 15% gain over fiscal 1983, on consolidated sales of $201.7 million, an 8% advance.

For the fourth quarter, Bob Evans restaurant division showed a 9% net profit increase to $2.4 million on restaurant sales of $29.9 million, up 17% from 1983's last quarter.

Companywide figures for the fourth quarter show net profit of $3.9 million, up 8%, on a 12% sales gain to $51.4 million.

Vic station suffers $6M loss for year

LARKSPUR, Calif. — Troubled Victoria Station has trimmed its net loss for fiscal 1984 ended April 1 to $5.8 million from a net loss of $8 million the year before. Revenue for the 52-week year was $101.5 million, compared to $112.3 million in the 53-week prior year.

The 95-unit dinnerhouse chain (95 units on April 1) also reported a fourth-quarter net loss of $2.1 million on $23.7 million in revenue, compared to a net loss of $4.9 million on $26.3 million in revenue in the year-before closing quarter.

The company plans to convert up to 14 of its boxcar-themed restaurants to the new Bonkers ½-lb. burger concept in the current year, fueled by $5 million in new equity financing currently being negotiated.

Victoria Station also intends to franchise the Bonkers concept, the first unit of which is reportedly pulling down weekly sales of about $40,000 in Woodland Hills, Calif.

READ CLASSIFIEDS

Mr. Steak loses $16G in 2nd quarter

DENVER—Following a first quarter in which restaurant sales were relatively flat, Mr. Steak posted a net loss of $16,000 for the second quarter ended April 1, compared to a net profit of $101,000 in last year's second quarter.

Revenue for the second quarter, however, increased 19.3% over year-earlier figures to $17.5 million as sales of food products to grocery chains and food-service distributors remained strong. (Mr. Steak, through its subsidiaries, provides processing sales and distribution of beef and associated meat and food products to the restaurant, food distribution and retail food industries.)

For the 26 weeks, net profit was $28,000, down 80.6% from last year's first half results, while revenue climbed 15.3% to $32.7 million.

In assessing the poor sales results at Mr. Steak restaurants, company president Richard Jackson attributed the shortfall to "exceptionally bad weather in many states where there are large concentrations of Mr. Steak restaurants." He predicted, however, that a "renewed upward trend evidenced in March would continue."

Mr. Steak operates and franchises 236 restaurants throughout the US and Canada.

Acapulco rebounds with 2nd qtr.

PASADENA, Calif. — Acapulco Restaurants has staged a dramatic financial turnaround, reporting a $417,000 net profit for the second quarter ended April 29, vs. a net loss of $197,000 in the same period last year. Quarterly revenue was $9.3 million, compared to $9.55 million a year ago.

First-half net profit of $243,000 compares to a net loss of $467,000 in the same period of 1983. Six-month revenue was $17.7 million vs. $17.9 million last year.

Declines in revenue are traced to divestiture of restaurants in Midwestern states—a key element of the company's recovery

EARNINGS REPORT

Company	Period	Period Ended	Total Sales*	% Change	Revenues*†	% Change	Net Income (Loss)*	% Change
A&M Food Services	3 mos.	3/20	$ 6.400					
Amer. Fam. Piz.	3 mos.	3/31	2.200	50.0			(.0367)	
Arthur Treacher	3 mos.	4/30			1.540		0.136	
Bob Evans Farms	12 mos.	4/27	120.100	16.0			9.200	7.0
Collins Foods	12 mos.	4/30			395.700	22.0	15.400	25.0
Cucos	3 mos. 9 mos.	3/31			0.847 2.354	45.0 28.0	0.505 0.130	26.0 39.0
Diversifoods	3 mos.	3/31			125.700	15.4	5.500	10.6
El Torito	3 mos.	3/31	0.585	25.0			1.566	114.0
Esteban's	3 mos.	3/31			2.942		(0.271)	
Family Entertainment	3 mos.	4/1	3.670	– 31.0			(.111)	
Flakey Jake's	3 mos.	3/25	1.547		0.134			
G. D. Ritzy's	3 mos.	4/1			3.100	147.0	(0.647)	
Garcia's	3 mos.	4/22			17.104	29.3%	(0.203)	
Hamburger Hamlet	12 mos.	3/25	95.000	9.0	35.500	4.5	1.100	47.0
Holiday Inns	3 mos.	3/30			402.500	15.0	26.000	16.0
Kelly-Johnston	12 mos. 3 mos.	3/31 3/31			95.000 35.100	133.0 205.0	0.418 0.620	– 83.0 – 33.0
Luby's	9 mos. 3 mos.	5/31 5/31			126.212 47.285	20.5 12.6	12.410 5.145	24.0 36.0
Maverick Rest.	3 mos.	4/30			2.393	68.0	0.235	93.0
Mr. Steak	3 mos.	4/2			17.500	19.3	(0.016)	
Nankin Express	3 mos.	4/30	0.165				(0.123)	
Naugles	10 mos. 3 mos.	5/5 5/5			86.900 25.700	28.0	(5.200) (7.100)	
Pancho's Mex.	3 mos. 6 mos.	3/31			7.551 14.472	25.0	0.349 0.556	57.0 41.0
PepsiCo	3 mos.	3/24			1,770.000	14.0	47.200	17.0
Pizza Inn	3 mos.	3/25			38.000	9.5	0.805	– 15.0
RSI	3 mos.	4/21			10.491	12.6	0.481	1.5
Rax Restaurants	3 mos. 9 mos.	4/28 4/28			21.800 65.900	32.0 31.0	0.546 2.600	74.0 90.0
Restaurant Asc.	3 mos.	3/31			30.000	9.0	0.013	– 84.0
Rusty Pelican	9 mos. 3 mos.	4/15	24.600 9.350	17.0 27.0			1.100 0.558	44.0 54.0
Saga Corp.	3 mos. 9 mos.	3/24			284.000 825.000	10.0	8.200 24.600	33.0 18.0
Sandwich Chef	3 mos. 9 mos.	3/31	6.600 18.900	24.0 30.3			0.216 0.486	
Shoney's South	3 mos.	4/15			46.900	16.8	1.900	69.8
Sis Corp.	3 mos.	3/24	1.400	118.0			(0.960)	
T.G.I. Friday's	3 mos.	4/2			65.300	23.0	3.100	35.0
USACafes	3 mos.	3/31	95.000	9.0	3.750	34.0	0.474	47.0

Source: *Company earnings reports*

—loss in corresponding period
**In millions*
†In cases where companies do not break out their total sales for all units, revenues are indicated instead. These generally consist of company-owned restaurant sales, franchise fees and rental incomes, royalties and operating income, as well as other miscellaneous incomes, such as interest income and gains on real estate and construction.

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TABLE II: STORE SALES CHANGES OF MAJOR CHAINS

Three Months Moving Average: 3/84-5/84

	Average Monthly Per Cent Change Over Previous Year			
	Nominal Sales	Price	Real Sales	Prior 3 Mos. Real Sales
Arby's	7%	2%	5%	NA
Big Boy	13	3	9	7%
Burger King	12	1	11	14
Church's	13	4	9	4
Denny's	4	4	0	3
Dunkin' Donuts	7	2	5	0
Friendly Ice Cream	2	3	0	4
Hardee's	9	2	7	7
Howard Johnson	5	2	2	1
Jack in the Box	9	3	6	9
Kentucky Fried Chicken	12	4	8	5
Long John Silver's	7	3	4	4
McDonald's	12	0	11	9
Pizza Hut	14	3	11	9
Ponderosa	16	5	11	10
Taco Bell	19	3	15	13
Wendy's	18	2	16	13
Winchell's	11	2	9	10
Average	10.5%	2.6%	7.8%	7.1%
Eating and Drinking Places: March thru May	7.7%	4.1%	3.4%	5.4%
Food Stores: March thru May	6.3%	3.4%	2.8%	3.0%

Source: Restaurant Trends

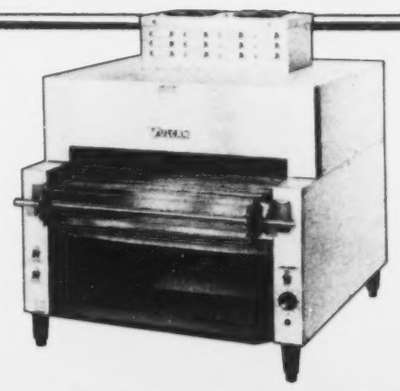
TABLE III: STORE PRICING ACTIVITY

(Major Chains-Continental U.S.A.)

Menu Price Changes	1979	1980	1981	1982	1983
Average Annual Amount	9.4%	8.0%	7.0%	3.4%	2.7%
Average Per Change	2.2	1.8	2.1	1.5	1.3
Frequency of Changes/Yr.	4.3X	4.6X	3.3X	2.3X	2.1X
Per cent of Stores With: Last Change Lowered Some Menu Prices	1%	0	1	12	18
Annual Menu Price Change Higher	100	99	95	71	61
Annual Menu Price Change Zero or Negative	0	1	5	29	39

Source: Restaurant Trends

NEW



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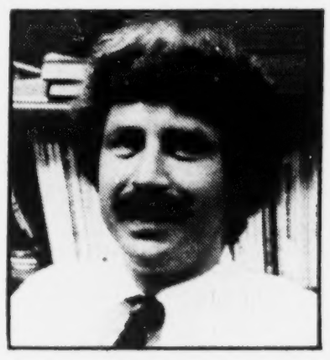
War's hell, except to accountants

By Charles Forman
Executive Editor



War's hell when it's fought with rockets, bombs and automatic rifles. When it's hamburgers and pizza the combatants are slinging, however, so-called war's beginning to look like heaven on earth, at least to the accountants.

Latest multiunit chain real sales trends released to *Nation's Restaurant News* by Restaurant Trends, Middletown, N.J., are a testament, without doubt, to the fiercely competitive, marketing-oriented leadership at Burger King, Wendy's, McDonald's, Pizza Hut, Taco Bell, Ponderosa and some of the other majors.

On a three-month moving average (March through May, Table II) each of those named scored a better than 10% real sales advance (nominal gains minus menu hikes).

That compares to a 7.8% average real gain for all 18 chains tracked.

The numbers argue well for the power of aggressive advertising and carefully plotted new product introductions as sales boosters, at least in a sunny economic climate.

The theory espoused by some top marketers that the way to run a fast-food chain is with a circus-like round of revolving new product entries and subsequent withdrawals is, however, as yet unproved. Also still to be seen is whether an operation like Wendy's, with its snake line and cooked-to-order burgers, isn't exposing itself to system overload when it breaks out as suddenly with a bunch of new products as a kid with a poison ivy rash.

Casting doubts aside for the moment, Restaurant Trends says it believes the top chaingroup can continue to show strong gains over the rest of the summer. Year-to-year comparisons, of course, will grow more difficult.

The hamburger crowd's good fortune has been shared only moderately by the coffee shop group (Table I). For 1984's first quarter, those tracked—Big Boy, Denny's, Friendly and Howard Johnson—gained 3.9% in average real sales. The hamburger chains gained 10.3% for the same period.

March through May, Big Boy alone posted a significant real sales gain, 9%. Denny's and Friendly made no improvement over last year; Howard Johnson picked up 2%.

Overall, the major chains do appear to be expanding the marketplace as well as taking marketshare from the restaurant universe in general and from food stores as tracked by the Commerce Department.

Restaurant Trends credits heavy advertising by many chains, increased consumer recognition of the players in the hamburger segment, new products and the breakfast boom as contributors. At the same time, these factors appear to be the thorn in the side of the coffee shops.

Table III contains information concerning domestic menu pricing activity for the major chains Restaurant Trends follows from 1979 through 1983. The average annual amount of price change has steadily declined since a 1979 high of 9.4%. This figure has come down to the 2.5%-3% range that was first reached in May 1983 and remained ever since.

Average individual price changes have also been trending down but at a slower rate. That rate now stands at 1.3% per change vs. 2.2% in 1979. Frequency of price changes has slumped, too, from 4.3 times a year in 1979 to 2.1 times in 1983.

Corresponding to the fall-off in menu price inflation has been growth in the number of stores that have been lowering prices of some items. Last year nearly 40% of those trcked reported no increase or a drop in year-to-year prices.

Restaurant Trends says it is difficult to generalize about the sales impact various pricing strategies have on long-term store sales trends, particularly when overall disinflation in the general economy is a given.

Little doubt exists, though, that higher absolute prices for individual menu items do retard sales—especially with more established products, a Whopper or Big Mac, for example.

So while higher annual menu price changes do translate into better relative near-term store sales performance, this advantage appears temporary.

For further information on Restaurant Trends research, write or phone Carl De Biase, Restaurant Trends, 1000 Highway 35, Middletown, N.J. 07748, 201-671-4444.

TABLE I: REAL SALES CHANGES

	Average Stores				Eating & Drinking Places	Food Stores
	Coffee Shops	Fast Food		Total		
		Hamburger	Other			
1981						
1st Qtr.	(1.8)%	0.6%	0.8%	0.3%	(0.8)%	(1.2)%
2nd Qtr.	3.7	1.6	1.9	2.2	2.1	2.4
3rd Qtr.	0.9	(0.7)	1.0	0.7	1.6	3.0
4th Qtr.	(2.4)	(0.1)	0.6	(0.3)	0.3	4.4
1982						
1st Qtr.	(3.5)	(0.1)	(0.3)	(0.9)	(0.7)	2.3
2nd Qtr.	(0.9)	4.9	2.0	2.2	1.7	0.8
3rd Qtr.	2.1	6.0	1.8	3.1	4.4	1.3
4th Qtr.	2.8	5.6	2.6	3.3	6.9	1.7
1983						
1st Qtr.	3.2	6.9	3.1	4.2	6.8	1.5
2nd Qtr.	4.0	6.7	4.2	4.8	6.0	2.6
3rd Qtr.	4.7	7.7	4.4	5.6	6.4	5.2
4th Qtr.	3.3	11.5	4.7	6.3	4.4	2.8
1984						
1st Qtr.	3.9	10.3	8.1	7.8	6.1	3.6

Coffee Shops — Big Boy, Denny's, Friendly, Howard Johnson
Hamburger — Arby's (since 3/84), Burger King, Hardee's, Jack in the Box, McDonald's, Wendy's
Other — Church's, Dunkin' Donuts, Kentucky Fried Chicken, Long John Silver's, Pizza Hut, Ponderosa, Taco Bell, Winchell's

Source: U.S. Department of Commerce, Bureau of Labor Statistics, Corporate Reports and Restaurant Trends estimates

Dailey to design Godfather's nat'l adv.

COSTA MESA, Calif. — After whittling an original list of 25 advertising agencies to 12 finalists, the 900-plus unit Godfather's Pizza chain has chosen Dailey and Associates of Los Angeles to handle its national creative strategies and campaigns. Cole and Weber, in Seattle, will continue to oversee Godfather's media placement services.

Dailey and Associates replaces Rick Ellis and Associates, Santa Fe, N.M., which had handled the creative account for six months. Ellis and Guy handled the account from the mid-1970's until 1982.

"We hope to get a stronger, more effective advertising campaign, similar to the one we had in the mid-1970s," said Ted Murphy, Godfather's marketing vice president since January. The agency shift also signals an attempt by Godfather's to close the gap between itself and segment leader Pizza Hut.

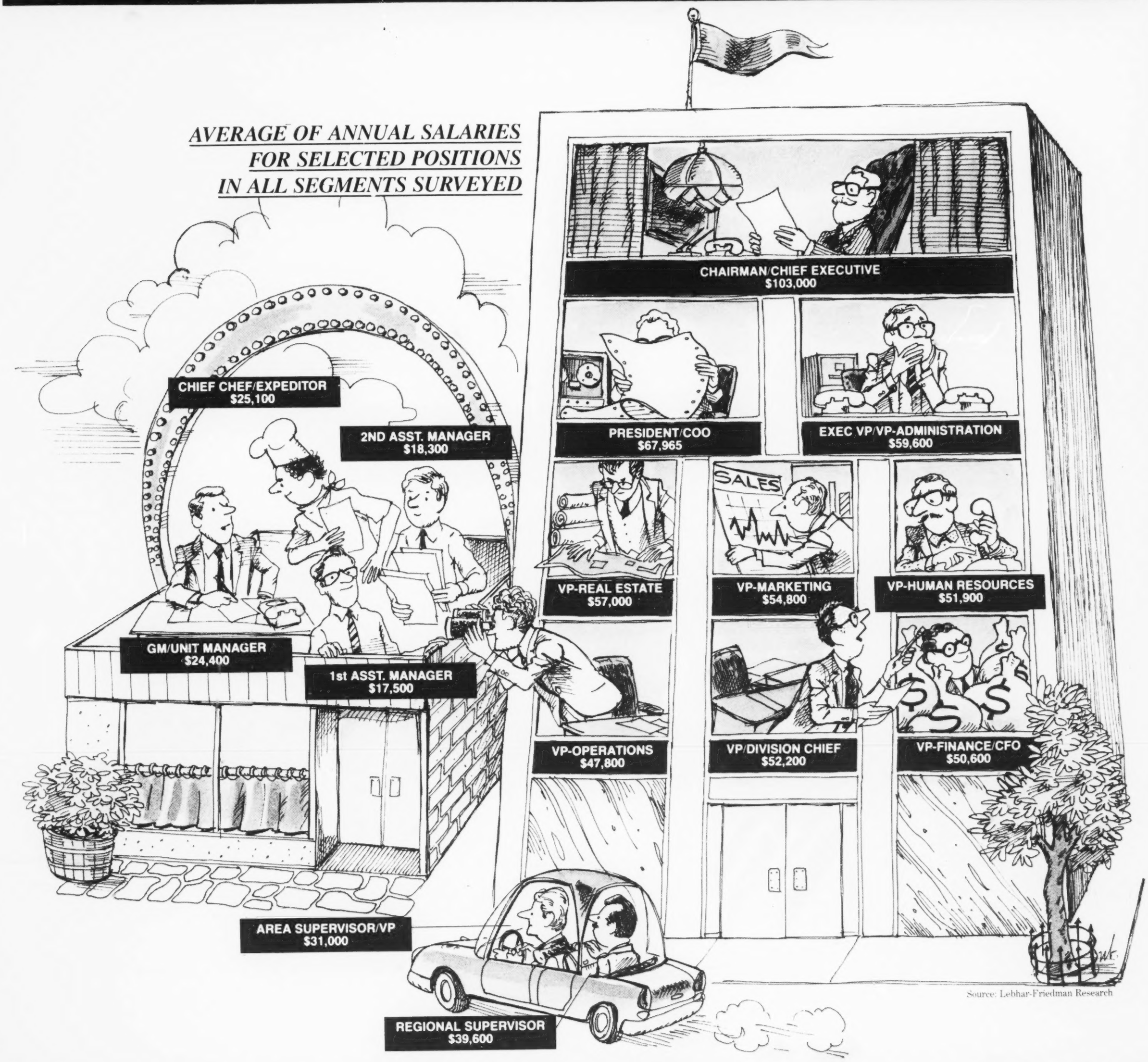
Godfather's plans a fully integrated advertising program including television and radio spots and newspaper print support. Although some special-project creative work from Dailey could be presented by August, the initial full-scale campaign will not appear until September, said Murphy.

Godfather's company stores currently bill $5 million annually in advertising services while the franchise stores bill an additional $10 million. Pizza Hut, which recently terminated its eight-year advertising relationship and $20 million national account with Chicago agency Foote, Cone & Belding, outspends Godfather's 6 to 1 on advertising.

FOCUS NRN

WAGE & BENEFITS STUDY

AVERAGE OF ANNUAL SALARIES FOR SELECTED POSITIONS IN ALL SEGMENTS SURVEYED



Source: Lebhar-Friedman Research

WHERE'S THE BUCKS?

In the clouds: Compensating the industry's top 25 execs

By Rick Telberg

NEW YORK — Just how tough is it to run the biggest food-service companies?

Is it worth $1 million a year?

With stock options and dividend income playing a major role, at least 10 food-service chain executives can count themselves members of the exclusive million-dollar club.

A *Nation's Restaurant News* survey of executive compensation reveals both the high-flying auction market for top talent and the lush rewards successful entrepreneurs are reaping for their early years of risk and labor.

With the accompanying survey of wages and benefits at lower echelons of the industry, the executive compensation survey also demonstrates how sweet success at the top can be.

Last year Charles Lynch, chairman and chief executive of Saga Corp., earned $4.3 million including $3.5 million in stock options and rights.

Only Ray Kroc, the founder of McDonald's Corp. who died in January at age 81, made more. Kroc's 11% stake in the company earned him $6.5 million in dividends.

Charles Boppell, president of Godfather's Pizza when it was acquired by Chart House, grossed $3.5 million. Some $2.8 million of that was in a one-time bonus the reorganized company, Diversifoods, paid him to stick around.

Boppell's boss, Donald N. Smith, who engineered the merger shortly after hiring on as president and chief executive of Chart House, will make at least $948,000 this year, not counting performance bonuses. Chart House paid Smith $477,000 just to take the job.

On the other hand, Church's Fried Chicken bought out the remainder of Roger Harvin's contract for $1.4 million when he took early retirement from his posts as chairman, president and chief executive.

As the food-service industry becomes more sophisticated—and more mature—top-execu-

(Continued on page 50)

For volume reprints of this special section, contact Ilene Stargot, **Nation's Restaurant News** *425 Park Ave., New York, N.Y. 10022. Phone: 212-371-9400.*

Fast-food chain executives pull highest hdqtrs. salaries

By Joe Edwards

NEW YORK — Fast-food chains pay heftier average salaries to headquarters-level executives than family restaurant and dinnerhouse chains, according to an exclusive wages and benefits study conducted for *Nation's Restaurant News*.

A separate check by this newspaper, however, reveals that many of the best-paid individual executives work for food-service companies with little or no interest in fast food.

At the field and unit levels, dinnerhouse chains generally pay higher average salaries to their supervisors, managers and assistant managers than fast feeders and family restaurant chains, the study shows.

For nearly every headquarters-level executive position covered in the survey, the pay is higher at fast-food chains—in some cases, significantly higher.

Chairmen-chief executives at fast-food chains earn an average annual salary of $135,300 (not including bonuses and other benefits, which can be substantial), compared to $94,600 earned by chairmen-chief executives at family restaurant chains and $72,500 earned by chairmen-chief executives at dinnerhouse chains.

Fast feeders also pay their presidents-chief operating officers much better than chains in other segments, according to

(Continued on page 52)

FOCUS NRN

WAGE & BENEFITS STUDY

The top 25: How industry leaders are compensated

(Continued from page 49)

tive salaries could rise as companies seek more seasoned talent demanding heftier compensation for years of perhaps peripatetic service.

But most of the highest-compensated executives have long tenures in the companies they work for. Either they participated in their company's rise or founded it. There is no way to put a price on entrepreneurial risk; the marketplace decides.

Certainly the salaries of the top restaurant executives are not out of line with companies in other industries. Ford chief executive Philip Caldwell, the top-paid executive in the nation, made $7.3 million last year.

And the companies appearing most frequently on *NRN*'s list are all leaders in their segments: Saga, McDonald's and Denny's.

Daniel Scoggin, architect of T.G.I. Friday's, earned $1.2 million in new stock rights after parent Carlson Cos. spun off the pub-restaurant chain as a publicly held company.

Vern Curtis, president and chief executive of Denny's, had $978,000 in stock options. If a proposed leveraged buyout goes through, Curtis' options could rise in value to maybe $1.2 million. And his 45,427 shares of the company would be worth $2 million.

Ray Danner, chairman and chief executive of Shoney's Inc., owns 22% of the company, or $100 million at recent prices. He made over $660,000 last year on dividends, drawing a relatively modest $161,000 salary package.

R. David Thomas, the founder and senior chairman of Wendy's, drew a $406,000-salary and $320,000 in dividends. But every time Wendy's stock ticks up a point, he makes $3.8 million.

James Collins, chairman and chief executive of Collins Foods, still owns 25% of his company. He paid himself a $648,000 salary last year and took $388,000 in dividends. His stake in Collins is worth about $36 million.

The most heavily represented company on the list of the 25 highest-paid executives is Saga Corp. Five executives, including Lynch, made almost $700,000 or more.

Lynch's stock options and stock appreciation rights amounted to $3.5 million. James Morell, a member of the three-man office of the president, made $1.4 million in stock gains. Co-president Jeffrey Henley earned $1.2 million in stock gains. Ralph Pica, president of Saga's Black Angus steakhouse chain earned $616,000 in gains. And co-president Carl Randall made almost $500,000 in stock gains.

But the sleeper in the Saga compensation saga could be in the Grandys' deal. Saga bought the upscale chicken chain for 1.65 million shares last year, valued at about $50 million and yielding a $528,000-a-year dividend to Grandy's former owners.

Besides Kroc, McDonald's has three executives listed among the 25 highest-paid managers.

Ranked by salary alone, Fred Turner, McDonald's chairman and chief executive, leads his colleagues. He received $515,000, but he didn't make the list because he took no stock options last year.

Edward Schmitt, vice chairman, Gerald Newman, senior executive vice president, and Michael Quinlan, president and chief operating officer, all cashed in stock options to make at least $842,000 last year.

Other runners-up include Robert Barney, chairman and chief executive of Wendy's, Warren Rosenthal, Jerrico chairman, Larry J. Cano, the founder and president of El Torito, and F. J. Spillman, Pizza Inn's chairman, president and chief executive.

Barney grossed $605,000 last year, counting $125,000 in dividends. Rosenthal made $525,000, including $240,000 in dividends.

Cano earned $495,000, all in cash or cash-equivalents. And Spillman made $445,000, only $270,000 in basic salary and benefits.

A SAMPLING OF EXECUTIVE COMPENSATION AT SOME OF THE BIGGEST RESTAURANT COMPANIES

(Ranked by total compensation for latest fiscal year)

Rank	Name/Age	Positions/Company	Shares Owned of Company Stock/As % of Outstanding Shares	Fiscal Year Ended	Salary, Bonus & Benefits ($)	Other ($)	Stock & Options Gains ($)	Dividends From Holding Company Stock ($)	Total Compensation ($)
1	**Ray A. Kroc**/81*	Senior chairman/ McDonald's Corp.	6,719,024/11.4%	12/83				6,517,453	6,517,453
2	**Charles A. Lynch**/56	Chairman, chief executive officer/ Saga Corp.	89,114/0.7%	6/83	769,206		3,514,924	28,516	4,312,646
3	**Charles L. Boppell**/41	Division pres./ Diversifoods		12/83	750,000	2,800,000			3,550,000
4	**Roger A. Harvin**/50**	Chairman, president, chief executive officer/ Church's Fried Chicken		6/83	767,929	1,385,383			2,153,312
5	**James W. Morrell**/52	Exec. vp, member office of pres./ Saga Corp.		6/83	252,617		1,368,493		1,621,110
6	**Daniel R. Scoggin**/46	Pres., ceo/ T.G.I. Friday's	320,000/2.76%	1/84	169,500	200,000	1,220,000		1,589,500
7	**Vern O. Curtis**/49	Pres., ceo/ Denny's	45,427/0.3%	6/83	475,604		978,428	29,073	1,483,105
8	**Jeffrey O. Henley**/38	Exec. vp, member office of pres./ Saga Corp.		6/83	200,580		1,122,938		1,323,518
9	**Gerald S. Office Jr.**/42	Chmn., pres., ceo/ Ponderosa	135,778/1.7%	2/84	425,000		585,938	47,522	1,058,460
10	**James A. Collins**/56	Chmn., ceo/ Collins Foods Int'l	2,155,931/24.9%	4/83	648,400			388,068	1,036,468
11	**Edward H. Schmitt**/58	Vice chmn., chief administrative officer/McDonald's Corp.	36,487/0.1%	12/83	499,631		434,170	35,392	969,193
12	**Harris Cooper**/46	Pres., ceo, coo/ Int'l Dairy Queen	54,501/2.4%	11/83	417,407		549,780		967,187
13	**Donald N. Smith**/43	Pres., ceo/ Diversifoods		12/83	471,250	476,825			948,075
14	**Gerald Newman**/52	Sr. exec. vp, chief accounting officer/ McDonald's Corp.	18,727/0%	12/83	354,885		570,049	18,165	943,099
15	**Michael R. Quinlan**/39	Pres., coo/ McDonald's Corp.	34,947/0%	12/83	498,837		309,423	33,899	842,159
16	**Jack C. Maier**/58	Chmn., pres., ceo/ Frisch's Restaurants	128,319/6%	5/83	789,642			48,120	837,762
17	**Roger K. Mercier**/45	Sr. vp/Denny's	27,240/0.2%	6/83	230,049		606,307	17,434	853,790
18	**Ralph A. Pica**	Division pres./ Saga Corp.		6/83	213,186		616,343	616,343	829,529
19	**Ray L. Danner**/59	Chmn., ceo/ Shoney's Inc.	4,417,236/21.9%	10/83	161,145			662,585	823,730
20	**David H. Bixler**/46	Sr. vp, div. pres./ Denny's	24,673/0.2%	6/83	233,505		518,157	15,791	767,453
21	**O.Q. Quick**/64†	Chmn., pres., ceo/ Piccadilly Cafeterias	957,864/15.8%	6/83	217,275			545,982	763,257
22	**R. David Thomas**/51	Sr. chmn./Wendy's Int'l	3,831,671/9.4%	12/83	405,864			319,601	725,465
23	**Carl H. Randall**/44	Exec. vp, member office of pres./ Saga Corp.		6/83	199,642		498,130		697,772
24	**Gary P. Spoleta**/40	Pres./Shoney's Inc.	1,836/0%	10/83	345,272		335,618	275	681,165
25	**Richard P. Bermingham**/44	Pres., coo/ Collins Foods Int'l	40,198/0.5%	4/83	621,404			7,236	628,640

Sources: Company Reports. *NRN* has estimated dividends for all officers and stock and options gains for Denny's officers.

*Kroc died 1/84.
**Harvin was succeeded as chairman and chief executive by J. David Bamberger 10/83.
†Quick was succeeded as president by James C. Malmberg 11/83.

Salary, Bonus & Benefits—Includes cash and cash-equivalent remuneration such as director's fees, insurance benefits and certain perquisites. Also includes contingent and deferred forms of remuneration, such as pension plans and profit-sharing plans as accrued during the year.

Stock & Options Gains—Includes the net value realized, in shares or cash, from the exercise of stock options and stock appreciation rights granted in prior years.

Methodology

Compensation information is available on over 400 executives in the food-service industry. To bring the task down to manageable proportions, *Nation's Restaurant News* ranked almost 100 publicly owned companies according to corporate revenue. *NRN* expelled from the list certain firms, such as hotels, which earn a significant portion of their revenue from nonfood-service businesses. To narrow the list further, *NRN* picked only the 20 biggest companies, yielding data on almost 100 executives. Only the 25 highest-paid executives in the 20 biggest food-service firms were finally listed.

FOCUS NRN

WAGE & BENEFITS STUDY

Hdqtrs. executives fare better at fast-food chains

(Continued from page 49)

the study. The average annual salary for a fast-food president is $76,100, vs. $65,714 at dinnerhouse chains and $61,000 at family restaurant chains.

At the field and unit levels, a regional supervisor at a dinnerhouse chain earns an average salary of $55,000 a year, vs. $34,300 at fast-food chains and $39,000 at family restaurant chains.

A typical general manager of a chain dinnerhouse is paid $26,000 a year, compared to $24,400 for a general manager of a family restaurant and $23,100 for a fast-food unit manager.

Dinnerhouse chains are also more apt to pay bonuses to headquarters executives than fast-food and family restaurant chains. Seventy-one per cent of dinnerhouse chains award bonuses to headquarters executives while only half the family restaurant chains and 36% of the fast-food chains in the survey do so.

Bonuses for field-level and unit-level supervisors and managers are much more commonplace. A majority of all chains award bonuses to field-level and unit-level managers—88% in fast food, 59% in family restaurants and 67% in dinnerhouses.

Even though 64% of fast-food chains do not award bonuses to headquarters executives, the chains that do award them are generous. Chairmen-chief executives at fast-food chains that award bonuses receive an average of $10,500 a year, vs. $8,143 for chief executives at family restaurant chains and $6,250 for chief executives at dinnerhouse chains.

Lebhar-Friedman Research, which is owned by *Nation's Restaurant News*' parent company, Lebhar-Friedman Inc., surveyed officials of 120 fast-food, family restaurant and dinnerhouse chains and published the results in a 122-page report titled, "A Confidential Study of Wages and Benefits."

One of the most interesting aspects of the study is the wide difference in salaries for some headquarters positions between fast-food chains and the two other segments.

Fast feeders pay an average of $64,500 to marketing vice presidents, compared with $47,500 paid by dinnerhouse chains and $46,700 paid by family restaurant chains.

Heads of training departments at family restaurant chains earn an average of only $21,200 a year, much less than their counterparts at fast-food chains, who earn $35,000, and dinnerhouse chains, who earn $32,500.

Controllers of fast-food chains earn an average annual salary of $45,900, compared with $27,600 paid to controllers at family restaurant chains and $36,500 at dinnerhouse chains.

Treasurers of fast-food chains earn an average of $18,000 more a year than treasurers at family restaurant chains—$54,000 compared with $36,000. A dinnerhouse chain treasurer averages $51,500.

The vice president of real estate, franchising and/or construction earns $49,000 at family restaurant chains and $42,500 at dinnerhouse chains, both of which salaries pall by comparison to the $70,200 paid for the same post at a fast-food chain.

Family restaurants pay higher salaries to vice presidents of human resources (average $65,000) than fast-food chains ($51,700) and dinnerhouse chains ($39,500). And a marketing director/manager of a dinnerhouse chain earns an average of $55,000, compared to $46,700 paid by fast-food chains and $44,500 paid by family restaurant chains.

Highest Paid

The highest-paid field-level executives in the survey were regional supervisors, who earn an average annual salary of $34,300 at fast-food, $39,000 at family restaurant and $55,000 at dinnerhouse chains. They receive more than some headquarters executives.

Salaries of other field-level supervisors and managers in the three segments are generally comparable, although an assistant regional manager of operations does much better at a dinnerhouse chain ($40,000-a-year) than at fast-food chains (only $24,200) and family restaurant chains ($34,000).

Regional supervisors at dinnerhouse chains also earn substantially more than some top executives at dinnerhouse chain headquarters—$55,000-a-year for a regional supervisor compared with $47,500 for a chief marketing vice president, $46,000 for vice president/division chief and $37,500 for financial vice president/chief financial officer.

As was expected, salaries for unit-level management drop off dramatically. A general manager/unit manager earns $23,100 at fast feeders, $24,400 at family restaurants and $26,000 at dinnerhouses.

Bonuses are paid much more frequently at the field and unit levels than at headquarters.

Significantly, marketing vice presidents at fast-food chains are awarded the most substantial annual bonuses—$15,000-a-year on average, more than presidents and chairmen.

While 64% of the fast-food chains surveyed do not award bonuses of any kind to headquarters executives, those fast feeders that do award bonuses are very generous compared with family restaurant chains and dinnerhouse chains. In some cases, the gap between fast-food bonuses and bonuses paid in the other segments was very wide.

The Bonus Gap

For example, a marketing vice president at a dinnerhouse chain receives an average bonus of only $3,000; his counterpart at family restaurants does better—about $7,600. However, a fast-food marketing vice president receives much more—an average of $15,000 a year in bonus.

A division vice president at a dinnerhouse chain receives an average bonus of $3,333 compared to $10,286 awarded to the same executive at a fast-food chain. Fast-food marketing directors average $12,500 bonus vs. $7,100 at family restaurant and $3,000 at dinnerhouse chains.

Average bonuses drop off considerably at the field and unit levels but bonuses are paid much more frequently in the field than at headquarters.

An area supervisor-vice president receives an average bonus of $3,865 at fast-food chains, $4,906 at family restaurant chains and $7,200 at dinnerhouse chains; a regional supervisor $2,875 at fast food, $2,550 at family restaurant and $6,125 at dinnerhouse chains, and a general manager/unit manager is awarded an average bonus of $2,303 at fast food, $5,275 at family restaurant and $3,225 at dinnerhouse chains.

The total dollar value of annual salaries and bonuses paid to chairmen-chief executives at fast-food chains is $145,800, followed by chairmen-chief executives at family restaurant chains ($102,743) and marketing vice presidents at fast-food chains ($79,500). Fast-food marketing vice presidents on the average receive slightly higher average salary plus bonus than the chairmen-chief executives of dinnerhouse chains ($78,750).

In addition, most executives receive benefits such as hospital coverage, life insurance and stock option plans

AVERAGE ANNUAL SALARIES FOR SELECTED POSITIONS

Headquarters Level Positions	Fast Food	Family Restaurants	Dinnerhouses
Chairman/Chief Executive	$135,300	$94,600	$72,500*
President/Chief Operating Officer	76,100	61,000	65,714*
Executive Vice President/ Vice President-Administration	58,900	58,800	61,400
Vice President-Real Estate/ Franchising/Construction	70,200	49,000	42,500
Chief Marketing Vice President	64,500	46,700	47,500
Vice President/Division Chief	50,700	56,200	46,000
Vice President-Human Resources	51,700	65,000	39,500
Financial Vice President/ Chief Financial Officer	55,300	54,400	37,500
Operations Vice President	50,200	46,800	43,200
Marketing Director/Manager	46,700	44,500	55,000
Treasurer	54,000	36,000	51,500
Vice President/Director of Distribution and Purchasing	50,200	35,000	40,000
Controller	45,900	27,600	36,500
Vice President-Director Director of Training	35,000	21,200	32,500
Field Management Level			
Regional Supervisor	34,300	39,000	55,000
Regional Marketing Manager	33,600	36,200	
Regional Personnel Manager	32,200	35,000	26,000
Area Supervisor-Vice President	28,600	32,600	35,000
Regional Franchise Operations Manager	31,000	30,000	
Assistant Regional Manager of Operations	24,200	34,000	40,000
Unit Level			
Chief Chef-Expeditor	19,500	22,900	28,600
General Manager/Unit Manager	23,100	24,400	26,000
Second Assistant Manager	17,600	18,500	18,900
First Assistant Manager	16,600	17,100	19,100

Source: Lebhar-Friedman Research

*Comparisons using these two figures are difficult because of a very small base of respondents—six for dinnerhouse chief exec and eight for president.

AVERAGE ANNUAL BONUSES FOR SELECTED POSITIONS

Headquarters Level	Fast Food	Family Restaurants	Dinnerhouses
President/Chief Operating Officer	$10,125	$9,000	$7,125
Marketing Vice President	15,000	7,625	3,000
Financial Vice President/ Chief Financial Officer	11,333	9,500	4,375
Chairman/Chief Executive Officer	10,500	8,143	6,250
Vice President/Division Chief	10,286	9,000	3,333
Vice President/Director of Distribution-Purchasing	13,125	7,625	3,333
Marketing Director/Manager	12,500	7,100	3,000
Executive Vice President/Vice President-Administration	9,500	9,214	4,833
Vice President-Real Estate/ Construction/Franchising	12,400	2,917	4,500
Controller	13,125	7,667	2,800
Vice President-Human Resources	9,800	7,667	2,667
Treasurer	11,750	5,167	2,667
Vice President-Operations	8,562	6,900	3,500
Vice President/Director of Training	5,750	5,400	3,000
Unit and Field Level			
Area Supervisor/ Vice President	3,865	4,906	7,200
Regional Supervisor	2,875	2,550	6,125
General Manager/ Unit Manager	2,303	5,275	3,225
First Assistant Manager	1,827	4,219	2,107
Second Assistant Manager	1,750	2,792	2,400
Regional Marketing Manager	1,833	2,550	2,000
Regional Personnel Manager	750	2,550	2,000
Assistant Regional Manager-Operations	750	2,550	2,000
Chief Chef/Expeditor	1,375	2,950	1,792
Regional Franchise Operations Manager	1,167	2,250	2,000

Source: Lebhar-Friedman Research

Food service fares badly in base salary comparison

NEW YORK — Food-service executives aren't doing nearly as well as their counterparts in other areas of retailing when it comes to base salaries.

The National Retail Merchants Association recently published its own "Executive Compensation Survey of the Retailing Industry" and found that the average annual salary for a corporate chief executive is $371,400. A corporate chief operating officer averages $239,400 and a chief executive of a retail division earns $204,800.

In *Nation's Restaurant News*' wages and benefits study, the average annual salary for a chairman-chief executive is $103,000 and for a president-chief operating officer, $67,965.

FOCUS NRN

WAGE & BENEFITS STUDY

Unit managers big winners in the bonus grab-bag

NEW YORK—Fast-food unit managers receive annual bonuses more often than all other chain executives and managers at headquarters, field or unit levels, according to *Nation's Restaurant News*' wages and benefits study.

The survey shows that 84% of fast-food unit managers receive annual bonuses, compared to 67% of dinnerhouse chain unit managers and 59% of family restaurant unit managers.

Only 36% of fast food, 50% of family restaurant and 71% of dinnerhouse chains award annual bonuses to headquarters executives while 88% of fast food, 59% of family restaurant and 67% of dinnerhouse chains award bonuses to field and unit-level supervisors and managers, according to the survey.

Bonuses are paid most often to general managers/unit managers (84% of fast food, 59% of family restaurant and 67% of dinnerhouse chains); first assistant unit managers (60% of fast food, 47% of family restaurant and 44% of dinnerhouse chains), and presidents-chief operating officers (36% of fast food, 44% of family restaurant and 35% of dinnerhouse chains).

Questioned how bonuses are calculated for headquarters executives, 18% of the fast food, 14% of the family restaurant and 34% of the dinnerhouse chains said bonuses are a per cent of profits; 18% of fast food, 17% of family restaurant and 20% of dinnerhouse chains said bonuses are a per cent of sales, and 8% of fast food, 14% of family restaurant and 20% of dinnerhouse chains said bonuses are tied tc profit margins.

For field and unit-level personnel, 26% of fast food, 17% of family restaurant and 26% of dinnerhouse chains calculate bonuses based on maintaining gross profit margins; 14% of fast food, 9% of family restaurant and 34% of dinnerhouse chains said bonuses are a per cent of profits; 18% of fast food, 17% of family restaurant and 11% of dinnerhouse chains said bonuses are a per cent of sales, and 12% of fast food, 6% of family restaurant and 9% of dinnerhouse chains said bonuses are a per cent of sales over a quota.

HOW BONUSES ARE CALCULATED

Headquarters Level	Fast Food*	Family Restaurants*	Dinnerhouses*
Bonus is Per Cent of Profits	18%	14%	34%
Bonus is Per Cent of Sales	18	17	20
Bonus is Tied into Gross Profit Margin Maintained	8	14	20
Bonus a Per Cent of Sales Over Quota	6	3	6
All Other Mentions	4	14	
Bonus Not Awarded	54	34	29
Don't Know/No Answer		6	6
Nonheadquarters Staff			
Bonus Tied into Gross Profit Margin Maintained	26	17	26
Bonus is Per Cent of Profits	14	9	34
Bonus is Per Cent of Sales	18	17	11
Bonus is Per Cent of Sales Over Specified Quota	12	6	9
All Other Mentions	2	14	
Bonus is Not Awarded to These Positions	32	40	37
Don't Know/No Answer	2	3	3

Source: Lebhar-Friedman Research

*Adds to more than 100% due to multiple answers

INCIDENCE OF AWARDING BONUSES FOR SELECTED POSITIONS

Headquarters Level	Fast Food	Family Restaurants	Dinnerhouses
President/Chief Operating Officer	36%	44%	35%
Chairman/Chief Executive Officer	32	39	35
Executive Vice President/ Vice President-Administration	20	39	47
Vice President-Division Chief	32	44	24
Operations Vice President	36	28	29
Financial Vice President/ Chief Financial Officer	28	22	24
Vice President-Real Estate/ Construction/Franchising	24	22	18
Controller	20	17	29
Vice President/Director of Distribution and Purchasing	16	22	24
Vice President-Human Resources	24	17	18
Vice President/Director of Training	20	28	12
Treasurer	20	17	18
Chief Marketing Vice President	16	22	12
Marketing Director/Manager	12	28	12
Do Not Award Bonuses	64	50	29
Don't Know/No Answer			12
Unit Level			
General Manager-Unit Manager	84	59	67
First Assistant Manager	60	47	44
Chief Chef/Expeditor	28	29	39
Second Assistant Manager	28	35	28
Field Management Level			
Area Supervisor/Vice President	56	47	33
Regional Supervisor	36	29	22
Regional Marketing Manager	12	35	6
Regional Manager Franchise Operations	20	18	6
Assistant Regional Manager Operations	8	29	6
Regional Manager Personnel	8	29	6
Do Not Award Bonuses	12	41	33

Source: Lebhar-Friedman Research

Benefits: Fine for execs, but then a drop-off

NEW YORK — Nearly all food-service chains provide hospital insurance for employees working in management or higher levels but after that, the incidence of benefits provided to employees drops off dramatically, according to a wages and benefits study conducted for *Nation's Restaurant News*.

The survey showed that 98% of fast-food chains, 94% of family restaurant chains and 97% of dinnerhouse chains provide hospital coverage and slightly fewer—96% of fast food, 89% of family restaurant and 97% of dinnerhouse chains—provide major medical coverage.

Only 94% of fast food, 80% of family restaurant and 94% of dinnerhouse chains provide surgical coverage; 68% of fast food, 57% of family restaurant and 66% of dinnerhouse chains provide prescription coverage and discounts; 60% of fast food, 54% of family restaurant and 51% of dinnerhouse chains provide short-term disability; 64% of fast food, 46% of family restaurant and 54% of dinnerhouse chains provide long-term disability, and 50% of fast food, 46% of family restaurant and 43% of dinnerhouse chains provide dental coverage, according to the survey.

Life insurance is paid by 76% of fast food, 86% of family restaurant and 69% of dinnerhouse chains and 28% of fast food, 17% of family restaurant and 23% of dinnerhouse chains have contributory plans for life insurance.

Other benefits are provided by an even smaller percentage of chains surveyed. Only 24% of the fast food, 23% of family restaurant and 43% of dinnerhouse chains have profit sharing plans; only 38% of fast food, 14% of family restaurant and 23% of dinnerhouse chains have pension plans, and 34% of fast food, 11% of family restaurant and 11% of dinnerhouse chains have stock option/ownership plans.

Only 16% of fast feeders and 17% of both family restaurant and dinnerhouse chains have savings plans.

TYPES OF BENEFITS PROVIDED TO EMPLOYEES

(Management or Higher Levels)

	Fast Food	Family Restaurants	Dinnerhouses
Medical: Hospital Coverage	98%	94%	97%
Major Medical	96	89	97
Surgical Coverage	94	80	94
Prescription Coverage/ Discounts	68	57	66
Short-term Disability	60	54	51
Long-term Disability	64	46	54
Dental Plan	50	46	43
Life Insurance: Company Paid	76	86	69
Contributory Plan	28	17	23
Financial Services: Profit Sharing	24	23	43
Pension Plan	38	14	23
Stock Option/ Ownership Plans	34	11	11
Savings Plans/ Investments	16	17	17
Do Not Provide Benefits	2		3

Source: Lebhar-Friedman Research

Dinnerhouses among the few chains with profit-sharing programs

NEW YORK — Only a small percentage of all food-service chains surveyed by Lebhar-Friedman Research for *Nation's Restaurant News* have profit-sharing plans.

Dinnerhouse chains were the most likely to have profit-sharing plans—37% vs. 26% of fast-food chains and 20% of the family restaurant chains surveyed.

How this study was brought together

This report is based on a wage and benefits study recently conducted by Lebhar-Friedman Research for *Nation's Restaurant News*. Both Lebhar-Friedman Research and *NRN* are owned by Lebhar-Friedman Inc., New York.

Lebhar-Friedman Research conducted 120 12-minute telephone interviews of chain food-service executives located throughout the country. A total of 50 fast-food chain executives, 35 family restaurant chain executives and 35 dinnerhouse chain executives were interviewed.

In most cases, the executive interviewed was director of personnel/human resources, controller or chief financial officer.

In addition to the more familiar statistics such as frequency distributions, averages and cross tabulations, inferential statistics were also calculated in the preparation of the 122-page "Confidential Study of Wages and Benefits." T-tests were performed in order to test the differences between two percentages. In short, based upon statistical calculation, one can state that the difference between two percentages is significant.

On average, the chains represented by the survey employed 1,456 full-time employees. However, due to the large range of responses, it is useful to consider the median response which was closer to 400 employees.

In a typical restaurant represented by the survey, the average number of full-time and part-time employees was 24 and 22, respectively. The median was 14 full-time and 13 part-time employees.

The average number of seats available in the overall chain represented by the survey was 7,944 seats. The median number of seats available was 1,300. In a typical unit represented in the survey, the average number of seats was 126 and the median was 90.

The average chain represented by the survey was affiliated with 172 units and reported an annual dollar volume of $74.5 million. The median number of units was 22 and the median volume was $16 million.

DESIGN & DECOR

The new looks of the 80's—Pp. 45, 47

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Joseph Neubauer
ARA chairman, ceo

Siegel pursues all-out bid to take over ARA Services

By Charles Bernstein

LOS ANGELES — William Siegel, former president of ARA Food Service, is vehemently pursuing a projected acquisition of giant $3.5 billion Philadelphia-based ARA Services, despite apparent bitter opposition from ARA's management.

"If the ARA board doesn't find our $60 a share offer satisfactory," declared a source close to Siegel, "we'll just up the ante until they realize how important this is for their future."

Siegel was unavailable for comment at presstime, busily touring his Texas oil fields and otherwise occupied with his Los Angeles-based mini-conglomerate empire which includes computerized financial products wholesaler Bradford National (taken over by Siegel in a proxy struggle last year) and various entertainment and film company holdings.

Siegel, 53, would take ARA private under a complex plan to buy out the stockholders at a minimum price of $732 million. He is anxious to have ARA's current management led by chairman and ceo Joseph Neubauer, 42, retain a major role in ownership and management. But Neubauer and other ARA executives indicated they were "strongly opposed to any bid from anyone" and would "fight to remain independent."

ARA's bitter opposition surprised some observers since its stock was hovering at $54 per share when the offer was made and hasn't reached the $60 level in four years.

William Siegel
Wants to buy out ARA

Some observers indicated Siegel's investment group could provide much-needed capital, cash flow and management expertise to help heavily diversified ARA, which has a huge challenge in trying to handle over 100 operating divisions, including in-plant feeding, vending services, health and hospital feeding, school and college feeding, airport catering, school bus services, tablecloth

(Continued on page 70)

Chains turn to mini-stores

New scaled-down fast-food concepts feature limited menus, few extras

By Joe Edwards

Remember the old days when fast-food customers walked up to the service counter, ordered a burger, shake and fries, plunked down a dollar or so and were out of the unit in a minute or two?

Get ready to return to those simpler times—a mini-store phenomenon is sweeping the industry.

New scaled-down fast-food concepts, some operated by major chains such as Burger King, Church's and McDonald's, are offering old-fashioned limited menus, quicker-than-usual service and very few frills. Often these mini-stores don't have seats. In some cases, a burger, fries and soda cost less than a dollar.

Mini-stores are plugging a gap on the lower end of food service that was created when many fast-food chains began "upscaling" their decor, expanding menus and raising prices.

Because they are so small and have few amenities, mini-stores offer operators a lower-cost alternative to building a standard-size restaurant. Ministores fit well on shopping center parking lot pads, in congested downtown areas where rents are high and space hard to find and in small towns with tiny populations that can not support a full-scale fast-food unit.

(Continued on page 69)

Union won't budge on youth wage

Harbrant: subminimum wage discriminates against teens

By Ken Rankin

WASHINGTON — There are times when food-service industry labor and management groups work side-by-side on Capitol Hill to rally legislative support for common objectives. But 1984 has not been one of those times.

During the past six months lobbyists for organized labor and the restaurant industry have locked horns on a series of Congressional issues ranging from Federal minimum wage rates, to the Targeted Jobs Tax Credit program, to President Reagan's plan to establish a reduced "Youth Employment Opportunity Wage" for teenagers.

In addition to purely payroll-related legislation, food-service union and management representatives have also been working at cross-purposes on such critical "social" issues as a national 21-year-old drinking age.

Continued friction between the two camps could make it difficult for restaurant industry and labor groups to join forces next year as Congress debates cutbacks in business meal deduc-

(Continued on page 70)

Olympics may boost USC food-service tally by $2M

By Richard Martin

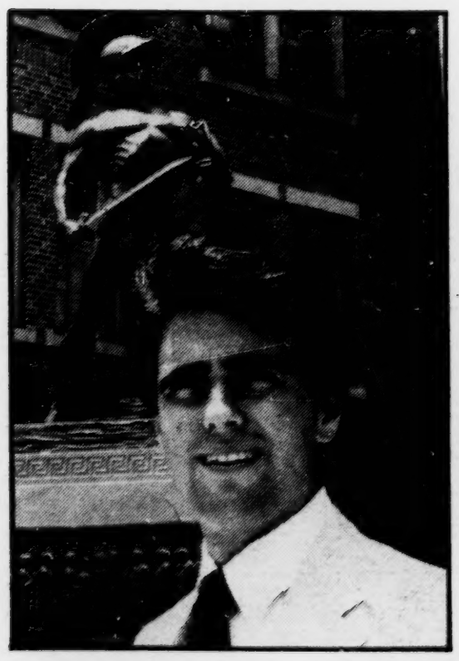
LOS ANGELES — Beginning with the crack of the Olympic starting gun, a three-week bonanza of food-service business is expected at public facilities on the University of Southern California campus.

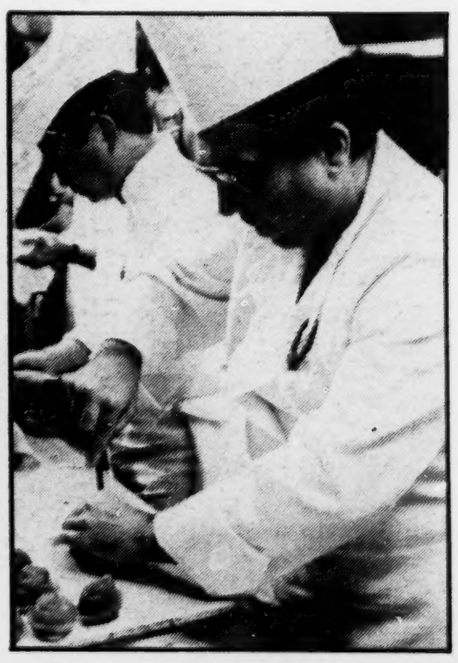
International sports fans attracted by on-campus Olympic Village activity could quickly help add a $2 million sales increment to the normal $8 million-plus USC annual food-service tally, hopeful USC officials predicted.

Specially themed beer gardens, outdoor cafes and expanded restaurant, cafeteria and snack facilities are expected to draw both off-duty athletes from the Olympic Village and curious fans from the adjacent Los Angeles Coliseum area.

Largely planned and executed by USC Olympic Games food and beverage coordinator Mark J. Monro, the Olympic-period public feeding marathon was predicated on forecasts of daily

(Continued on page 70)





Left: Mark J. Monro, USC Olympic Games food and beverage coordinator. Right: ARA Services chef takes part in training exercise to prepare for arrival of athletes.

Geraldine Ferraro: the unknown quantity

WASHINGTON — As the representative for New York's Ninth Congressional District, Democratic Vice Presidential nominee Geraldine Ferraro crossed swords with restaurant-industry lobbyists occasionally on a variety of legislative issues.

But the former Queens County district attorney has reason to appreciate the problems and concerns of food-service operators, Ferraro's Congressional staffers told *Nation's Restaurant News*. Her father, an Italian immigrant, operated a restaurant during the Depression years.

Notwithstanding her childhood ties to the food-service field or her largely conservative, working-class constituency, Ferraro's voting record on Capitol Hill has earned her a reputation as a political liberal with little sympathy for "pro-industry" legislation championed by restaurant-lobby groups.

In addition to voting against most Reagan Administration tax and regulatory reform proposals designed to help business, Ferraro is on record against youth subminimum wage legislation and other measures opposed by labor.

Although she also opposed the recent House-passed "Immigration Reform" bill setting penalties for employers of illegal aliens, Ferraro voted against the National Restaurant Association-backed "Kindness Amendment" to that measure which would have spared food-service operators burdensome new Federal record-keeping chores.

(Continued on page 69)

LATE NEWSBREAKS

General Leisure Corp. has sold its seven Longhorn Cafe restaurants in the Houston area to a company executive, Julian Fertitta II, for an undisclosed amount of cash. General Leisure plans to concentrate on luxury hotel development.

Godfather's Pizza is suing ad agency Chiat/Day to block the agency from taking on Pizza Hut's $20 million account. Godfather's says Chiat/Day might give away secrets obtained during a recent pitch for Godfather's ad business.

Burger King's first unit on an overseas United States military base opens this week in Ansbach, Germany. It's the first of 185 projected BK's with the Army and Air Force Exchange Service as franchisee. The chain already has units on Navy and Coast Guard bases in the United States.

BEST COPY AVAILABLE

Karcher rolls out industry's 'biggest burger'

Lauds it as 'burger you'd make for yourself'

By Richard Martin

ANAHEIM, Calif. — Carl Karcher Enterprises has rolled out a ⅓-lb. Western Bacon Cheeseburger for $2.49, described in a $2 million ad campaign as "the biggest burger in fast-food history."

(Arby's has been testing a ⅓-lb. burger at company stores in Youngstown, Ohio, and Atlanta, but says it is nowhere near a rollout.)

In all 365-odd Carl's Jr. units in California and Nevada, the ⅓-pounder replaces a 3.6-oz. version of the Western Bacon Cheeseburger selling for $1.99 which was introduced about two years ago. The company plans to roll the new ⅓-lb. item into its 25-odd units in Arizona by fall.

CKE expects the upscaled product to pull in at least the same 6% to 8% of total sales at the smaller version. The bigger, flame-broiled burger on a sesame-seed bun is dressed with a slice of American cheese, two strips of bacon, two deep-fried onion rings and barbecue sauce with a more intense hickory flavor than was used on the old product.

TV spots stress the ⅓-pounder's size, saying it is "like you make [for] yourself," adding that Carl's Jr. is "the first fast-food restaurant with a burger the way a burger ought to be."

CKE's budding franchise system is also carrying the new product. Two former CKE senior vice presidents; Bernard Karcher and Gary Wiles, are now operating a total of six Carl's Jr. units in southern California as the company's first franchise operators.

At presstime, a third franchisee was expected to begin operations in the San Francisco area by early August. The main thrust of CKE's franchise drive is still scheduled to begin next year in Texas; where company-owned units began opening this month.

CKE, with sales of $289 million last year, expects to have more than 400 units systemwide and total sales of $360 million by fiscal year end in January.

A revamped breakfast program being rolled out this fall is the company's next planned new-product effort. A new variety of breakfast entrees will be unveiled, served on the same metal plates with flatware deployed last year for a line of charbroiled dinners. Other breakfast features will include coffee mugs to replace styrofoam cups; one upgraded omelet to replace three other omelet items, and more visual merchandising of an upgraded line of breakfast pastries.

Bernard Karcher

COMMODITIES

Orange juice stable; pork prices jumping

NRN Special Report

Florida orange juice concentrate producers, planning another hike in price for early this month, backed off. Original reason given for the proposed rise was that movement was up and cutting into tight inventories, plus the Brazilians were planning to raise their prices from $1,450 per ton to as much as $1,900. As *NRN* went to press, the Brazilian price seems to have moved up, but only to $1,600. And cutthroat competition among producers in the consumer market seems to have tapered off, with prices gradually rising to their true market level, which should put downward pressure on demand.

Everyone in the juice business is watching Brazilian weather. This is about the time for another freeze to strike that country's groves. So far, although several deep frosts have hit neighboring Argentina, Brazil's growers have remained unscathed—and the critical blossom season is just about over for the fruit. The Brazilian supply is critical to United States juice markets, particularly since the most recent damage to Florida's groves.

Pork prices started a climb again early this month, possibly reflecting 9% fewer hogs on farms this year than last. But some agricultural economists believe that the improved weather in late June and early July through most of the Midwest was the culprit.

When the weather turns clement after a period of storms, as it did this year, farmers usually take to the fields, and they do now worry about getting hogs to market. Eventually, when the bulk of the heavy work is out of the way, they'll start the flow to the slaughterhouses again.

The outlook for the rest of the year doesn't look good, however. Farmers answered the latest U.S. Department of Agriculture survey with notice they intended to farrow 9% fewer sows this year than last, and the hog population figures above seem to bear this out. Look for higher pork prices through the fall and winter.

Broiler Prices Edge Up Again

Broiler prices, after dropping in June to levels near last year, have begun to move back up again—this time reflecting the hot summer weather. When broiler chicks experience hot weather, they do not put on the weight or size that's possible in winter and spring. The producers run up the price to balance the lighter weights. This condition should change in midfall, as the weather turns more temperate in the mid-Atlantic and Southeastern areas where a large part of this country's broilers are raised.

Despite high prices, lamb and mutton consumption continues to rise, matched by increased production over the past several years. For the first five months of this year, United States production was up 7% over the same period in 1983. Imports during that time were up 5%, contributing to an apparent consumption of 9% greater than for the first part of last year.

Beef demand is still sluggish, with consumers holding back

(Continued on page 69)

PRICE MOVEMENT AT A GLANCE

	July 6, 1983	June 6, 1984	July 6, 1984
Beef, Choice, 700-900 lb., Midwest (lb.)	$ 1.03	$ 0.97	$ 1.03
Broccoli, fresh, Calif. (14s)	$ 5.00-6.00	$ 3.50-4.00	$ 3.50-4.00
Broilers, Grade A dressed, icepack, NYC (lb.)	$ 0.5497	$ 0.6162	$ 0.6555
Eggs, Grade AA, large white, Chicago (doz.)	$ 0.6475	$ 0.66-0.68	$ 0.68-0.70
Lettuce, iceberg, Calif. (24s)	$ 3.00-3.25	$ 5.00-6.00	$ 2.50-3.00
Lima beans, dry, large Calif. (cwt.)	$34.00	$60.00-61.00	$61.00-63.00
Pepper, black, NYC (lb.)	$ 0.73	$ 1.00	$ 0.97
Pork loins, Choice, 14-17 lb., Midwest (lb.)	$ 1.00	$ 0.99	$ 1.15
Potatoes, rnd white, East Coast (50 lb.)	$ 4.50	$ 4.50	$ 7.00
Soybean oil, crude, Midwest (lb.)	$ 0.2017	$ 0.3820	$ 0.3077

Source: *NRN* Research

Prices listed are packers' f.o.b. plant, unless specified, and do not represent the prices paid by the operator. This list is only a reference to indicate price trends against benchmarks of one year ago and one month ago. Products listed are those showing marked movement in price.

Hyde leaves Diversifoods-BK; Bolton takes reins as president

By David Zuckerman

CHICAGO — William F. Hyde, 36, has resigned as president of Diversifoods' 373-unit Burger King division to pursue personal business interests in his native Lafayette, La. Gregory E. Bolton will move from the company's Atlanta-based Luther's Bar-B-Que division to fill the vacancy.

Hyde's exit has been looming for over a year, since he was displaced as president and ceo of Chart House Inc. by the arrival of Donald N. Smith.

Under Smith, who took over as Chart House president and ceo, Chart House merged with Godfather's Pizza to form Diversifoods and Hyde was transferred to the company's Burger King division. (Diversifoods is the largest Burger King franchisee and Hyde earlier had built it into a leader.)

William F. Hyde

Bolton, who had been serving as vice president of franchise operations at Luther's for the past year, brings solid fast-food credentials to his new post as Burger King division president.

Prior to joining Diversifoods in 1983, he spent the past five years as a regional vice president with Pillsbury's Burger King where he was credited with helping to revive the chain's sagging operations in the Atlanta market. His experience also includes eight years in the McDonald's system.

Under Bolton, Diversifoods' Burger King division will continue to play the role of "cash cow" in the company's overall strategy to develop and expand other concepts—principally Godfather's and Luther's. (Diversifoods also operates Chart House restaurants and is in the process of developing Moxie's, a gourmet hamburger chain.)

In fiscal 1983, the Burger King division accounted for 60% of Diversifoods' net profits and 49% of revenue. With the rollout of croissant breakfasts at all company stores and a $9 million remodeling program under way, average unit volumes—currently about $880,000—may well surpass the $1 million mark by the end of fiscal 1984.

Bolton's mission will be to maintain the tight management and operational controls instituted under Smith to squeeze maximum profitability from the company's Burger King division. Some new units will be added (about 15 this year) but much of the profits will be filtered into the development of

(Continued on page 69)

Loews fuels Dallas expansion with debut of the Anatole Tower

By Susan Spedalle

DALLAS — Loews Anatole hotel has become one of the country's largest hotel complexes with the recently completed edition of the Anatole Tower.

President Reagan and his entourage will make their headquarters at the hotel during the Republican National Convention here Aug. 19-23.

The new tower, and extensive landscaping, has turned the 920-room atrium hotel into a megahotel with 1,620 guest rooms, 19 restaurants and a total of 165,000 sq. ft. of meeting space.

Host of the 25th annual Multi-Unit Foodservice Operators (MUFSO) conference, sponsored by *Nation's Restaurant News*, Sept. 30-Oct. 3, the hotel has readied numerous conference rooms in the addition. Also opened are a full-scale health club, two movie theaters and an intimate nightclub which Lowes' hopes will become an "international hot spot."

A lack of convention facilities oriented toward large conventions had cost the hotel business in the past, according to Charlotte St. Martin, regional vice president of sales and marketing. "Many conventions require 1,500-room hotels before they will even consider a city," says St. Martin.

The necessary additions to the hotel included a 30,000-sq.-ft. ballroom and conference rooms which provide projection equipment.

The hotel now offers eight VIP function rooms, three executive board rooms, six theater lecture halls seating from 100 to 1,000 and three smaller ballrooms.

But the significant difference between the old hotel and the new expanded hotel is the "resort type atmosphere" essential to attracting business, according to St. Martin.

Known for its stunning architecture and red brick facade, the hotel will now also be known for its amenities. A seven-acre park featuring formal gardens, trellised walkways, a putting

(Continued on page 68)

Vicorp inks $62.5 million deal for Sambo's assets

DENVER — Vicorp Restaurants has signed a definitive agreement with Charles J. McLaughlin, trustee for Sambo's, to acquire 183 remaining Sambo's for $62.5 million in cash, notes and stock.

The agreement is subject to the approval of Federal Bankruptcy Court which may rule on the acquisition this week. If the deal is approved, McLaughlin will dispose of Sambo's remaining assets.

Sambo's is operating under a Chapter 11 proceeding pending in U.S. Bankruptcy Court in California. Vicorp plans to convert the acquired Sambo's units to its own concepts, which include Village Inn Pancake Houses and Bakers Square family restaurants.

McLaughlin said he will "enthusiastically recommend" the acquisition to Bankruptcy Court because it will offer Sambo's employees the opportunity to pursue their careers with Vicorp.

The 183 units to be acquired by Vicorp are in California, Florida, Arizona, and Texas. The included Seasons coffee shops, a concept developed to save Sambo's, and franchised Godfathers Pizza and Coco's family restaurants.

FINANCIAL NEWS

Food-service chain stock analysis table

		STOCK PRICE							TREND TO MARKET				EARNINGS/SHARE					P/E	DIVIDENDS			FINANCIAL POSITION					
		Two Weeks Ended July 13							Price Trend (% per day)		Volume Trend (% per day)		Last Fiscal Year	Latest 12 Months vs Preceding 12 Months Change		5-Year Annual Growth Rate	Profit Margin	Latest P/E Ratio	Indicated Dvd. rate		Last X-Dvd. Date	Last Fiscal Year		Current Ratio	Last Fiscal Year (Per Share)		Last Balance Sheet Date
					Monthly Change		52-Week																				
Name	Symbol	High	Low	Close	Amt	Pct	High	Low	Last 30 Days	Last 5 Days	Last 30 Days	Last 5 Days		Amt.	Pct				Amt.	Yield		Revenue	Earnings		Long Term Debt	Common Stock Equity	
-	-	$	$	$	$	%	$	$	%	%	%	%	$	$	%	%	%	-	$	%	-	$ Mil	$ Mil	-	$	$	-
A&M Food Svcs	AMFD	5.50	4.88	4.88	-.88	-15.22	8.75	.00	-.89	-1.52	4.02	-9.71	.40	.44 Q	NC	10.0	4.3	11.1	.00	.0	00-00-00	25.4	1.1	2.5	1.21	2.19	1283
Acapulco Rest	ALAR	4.88	4.50	4.50	-.50	-10.00	7.25	3.88	.09	-1.64	-6.32	12.28	-2.05	-1.98 S	-164.7	-75.0	-12.9	NE	.00	.0	01-06-81	37.9	-4.9	1.8	6.37	1.01	1083
Alleghy Bev	ABEV	15.13	14.38	15.00	.50	3.45	18.75	12.69	.30	.92	3.38	4.35	1.67	.18 Q	12.0	39.0	2.1	8.9	.40	2.7	04-06-84	526.1	10.8	1.8	30.14	9.98	1283
Am Motor Inns	INN	15.00	14.50	14.63	-.13	-.85	18.88	12.50	.62	.25	-.36	-30.93	1.26	.01 S	.8	34.0	8.6	12.8	.15	1.0	05-21-84	162.5	13.9	1.8	6.02	7.95	0783
ARA Services	ARA	55.75	45.00	55.00	9.13	19.89	55.75	40.25	.60	3.70	12.80	39.60	4.37	1.21 Q	36.7	-3.0	1.7	12.2	2.10	3.8	05-25-84	3056.6	52.0	1.1	23.29	46.15	0983
Assoc Hosts	AHST	13.00	11.13	13.00	-.25	-1.89	18.50	10.50	-.23	3.01	-.86	12.54	.72	.46 S	115.0	1.0	3.6	15.1	.12	.9	06-05-84	88.3	3.2	1.3	5.25	5.71	0983
Beefsteak Char	BCS	3.38	2.88	3.00	-.13	-4.00	7.38	2.88	-.57	.61	-1.01	8.98	-1.30	-2.34 Q	-285.3	-53.0	-7.0	NE	.00	.0	00-00-00	95.2	-6.7	1.7	3.13	3.54	1083
Bob Evans Farms	BOBE	16.25	14.75	15.25	-1.00	-6.15	26.81	14.75	-.24	-.26	3.48	-29.47	.89	.14 N	16.8	21.0	7.5	15.7	.26	1.7	05-07-84	187.5	14.1	3.0	.00	5.54	0483
Brock Hotel Cp	BHC	5.50	5.00	5.13	.13	2.50	8.88	4.38	.14	-.41	1.51	-22.10	.17	-.01 Q	NC	-14.0	.7	NE	.10	2.0	07-05-84	319.8	2.2	.8	15.66	4.47	1283
Calibre Cp	CLBR	4.25	3.75	4.25	.25	6.25	13.00	3.25	-.94	1.05	-.77	-26.52	.07	-.20 S	NC	-67.0	3.2	NE	.00	.0	00-00-00	6.3	.2	.9	.60	2.12	0783
Calny Food	CLNY	9.25	8.75	9.00	.00	.00	10.75	7.25	.65	.68	-1.08	-15.05	.52	.07 F	15.5	3.0	4.8	17.3	.16	1.8	04-25-84	43.6	2.1	.4	2.48	1.49	0283
Capt Crab Inc	CRAB	2.75	2.25	2.25	-.38	-14.29	8.38	2.25	-1.39	-3.77	-4.33	10.56	.00	.00 Q	NC	NC	.0	NC	.00	.0	00-00-00	1.5	.0	7.5	.01	.29	0883
Carrols Cp	CRL	9.25	8.88	8.88	.00	.00	11.88	7.13	.24	-.27	.82	-7.80	.50	.26 Q	83.8	99.0	3.7	15.6	.05	.6	12-23-83	84.2	3.1	.8	3.66	2.42	0583
Chi-Chi's	CHIC	17.88	15.63	16.13	-1.88	-10.42	29.00	13.25	.23	-2.55	.78	25.41	.39	.26 S	96.2	67.0	9.4	30.4	.00	.0	09-28-83	94.2	8.9	2.6	1.87	1.62	0483
Chilis Inc	CHLI	14.00	13.50	14.00	1.00	7.69	18.38	12.75	.04	.88	2.68	8.39	.29	.17 N	NC	2.0	6.4	82.4	.00	.0	00-00-00	31.2	2.0	1.3	1.82	.63	0683
Ch Full O Nut	CHF	11.25	9.75	10.00	-1.00	-9.09	21.00	9.75	-.17	-1.65	-4.83	25.00	.62	-.18 N	-32.7	-6.0	2.9	27.0	.48	4.8	06-29-84	111.6	3.2	2.9	.33	6.50	0783
Churchs Fr Ch	CHU	27.63	25.75	26.00	-1.50	-5.45	33.50	21.25	.21	-.43	-2.14	2.77	1.66	-.53 F	-24.2	3.0	6.8	15.7	.80	3.1	07-23-84	464.1	31.6	1.8	.62	11.74	1282
Collins Foods	CF	19.13	18.25	18.38	-.25	-1.34	21.63	14.75	.15	-.21	-3.81	12.39	1.47	.30 N	21.4	27.0	3.8	10.8	.20	1.1	06-21-84	324.4	12.4	1.8	4.14	8.71	0483
Concept Dev	CDII	16.50	15.50	16.50	1.00	6.45	17.69	11.63	.30	1.78	11.00	51.47	.06	.46 S	NC	86.0	1.3	35.9	.00	.0	06-12-84	7.8	.1	1.0	.32	1.59	0683
Consul Corp	CNSL	12.50	11.50	11.75	-1.13	-8.74	18.75	10.75	.03	-.13	2.37	-1.63	.26	.14 N	70.0	39.0	2.5	34.6	.00	.0	00-00-00	32.0	.8	5.0	1.08	5.67	0583
Cracker Barrel	CBRL	20.50	19.75	19.75	-.50	-2.47	25.75	15.75	.14	.15	.06	-30.77	.86	.06 N	6.8	24.0	4.4	21.2	.14	.7	06-04-84	45.7	2.0	4.1	2.64	7.33	0783
Denny's Inc	DEN	40.38	39.13	40.13	.63	1.58	41.38	29.00	.13	.61	-.35	-34.87	2.54	.26 N	10.3	12.0	3.8	14.4	.72	1.8	06-05-84	1054.6	40.2	1.7	17.92	17.17	0683
Disney, Walt	DIS	52.00	45.25	52.00	4.63	9.76	68.50	45.25	-1.09	2.67	-5.58	26.26	2.70	-1.00 S	-31.1	-6.0	7.1	23.5	1.20	2.3	06-07-84	1307.4	93.2	1.4	10.04	40.58	0983
Divfood	DFDI	13.38	11.38	11.38	-2.50	-18.02	22.38	11.38	-.82	-2.65	1.46	-11.69	.99	.03 Q	3.1	70.0	6.8	11.5	.17	1.5	06-22-84	484.3	32.9	2.1	.55	1.99	1282
Dunkin Donuts	DUNK	21.75	20.38	21.63	1.25	6.14	26.50	18.13	.36	.57	1.83	18.07	1.62	.23 S	15.1	24.0	10.2	12.4	.32	1.5	08-13-84	77.5	7.9	.9	5.93	9.56	1083
El Torito Rest	ET	10.25	9.75	10.25	.13	1.23	13.13	9.00	-.09	1.47	-4.21	-13.75	NA	NA		NA	NA	NA	NA	.0	00-00-00	NA	NA	NA	NA	NA	NA
Fast Food Oper	POPI	1.06	1.06	1.06	.00	.00	4.25	1.06	-.77	.87	.25	7.11	.06	.01 F	20.0	59.0	4.9	17.7	.00	.0	00-00-00	6.1	.3	.7	.02	.41	1283
Flakey Jakes	FJAK	8.38	7.50	7.63	-.88	-10.29	9.13	4.00	.07	-.80	-2.19	-26.70	-.15	-.15 Q	NC	NC	-23.1	NE	.00	.0	00-00-00	2.6	-.6	2.0	.27	1.02	1283
Frisch's	FRS	29.38	27.00	29.38	2.13	7.80	32.94	20.81	.42	1.38	6.77	-16.67	1.85	.75 N	51.3	22.0	3.7	13.3	.40	1.4	06-27-84	110.6	4.1	1.3	5.73	14.56	0583
Fuddruckers Inc	FUDD	11.50	11.50	11.50	.00	.00	17.50	11.13	-.24	.51	-.53	-20.58	.06	.02 Q	NC	7.0	2.0	NM	.00	.0	00-00-00	10.0	.2	4.9	.56	1.26	1283
Garcias Scot	GMEX	5.13	4.63	4.88	-.63	-11.36	13.25	4.00	-.31	.45	-1.14	24.97	-.48	-.28 F	NE	7.0	-6.1	NE	.00	.0	00-00-00	36.2	-2.2	.9	.55	3.61	1283
Gen Mills	GIS	53.00	50.75	52.50	-.25	-.47	57.00	41.63	.10	.44	-.21	-5.03	4.89	.77 N	17.3	17.0	4.4	10.1	2.24	4.3	07-03-84	5550.8	245.1	1.2	9.71	25.68	0583
Good Taco	TACO	3.25	2.25	3.25	.88	36.84	7.38	1.50	-.75	6.62	2.00	18.82	-.72	-.51 F	NE	-81.0	-187.5	NE	.00	.0	00-00-00	.8	-1.5	8.7	.04	1.56	0284
Hambrg Hamlet	HAMB	11.25	11.00	11.25	.25	2.27	12.00	9.50	.36	.96	-9.85	.00	1.54	2.64 F	NE	-14.0	3.1	7.3	.00	.0	00-00-00	35.5	1.1	1.0	20.86	11.96	0383
Hilton Hotels	HLT	50.25	47.00	48.00	-2.00	-4.00	59.50	47.00	-.07	-.43	.21	.21	4.20	1.08 F	34.6	6.0	16.8	11.4	1.80	3.8	05-25-84	669.6	112.6	2.0	6.73	21.31	1282
Holiday Inns	HIA	43.25	37.38	38.00	-5.00	-11.63	57.25	37.38	-.26	-.43	6.52	-7.39	3.28	.78 Q	30.0	13.0	7.8	11.2	.90	2.4	06-11-84	1585.1	124.4	.7	12.90	27.76	1283
Horn & Hardart	HOR	17.00	14.88	15.50	-.88	-5.34	28.31	14.38	.02	-.06	-3.20	-9.94	1.15	.37 Q	46.8	71.0	4.0	13.4	.00	.0	11-25-83	339.7	13.5	1.1	9.01	4.54	1282
Hungry Tiger	HTIG	5.50	4.75	4.88	-.63	-11.36	10.75	4.75	-.72	-1.07	.98	-1.77	.00	-.81 S	-120.8	-17.0	.0	NE	.00	.0	11-15-82	63.8	.0	.9	4.75	3.66	0883
Intl Dairy Queen	INDQ	40.00	39.00	40.00	1.00	2.56	40.00	29.50	.06	1.15	-.25	-81.48	2.94	.81 Q	35.3	57.0	6.2	12.9	.00	.0	00-00-00	115.7	7.2	1.0	11.31	7.21	1183
Int King Tab	IKNG	16.13	15.00	15.50	.00	.00	23.00	12.50	.08	-.77	.09	-44.15	.92	.70 N	100.0	60.0	4.8	11.1	.00	.0	08-15-83	50.0	2.4	.4	5.16	3.18	0683
JB's Rest	JBBB	12.38	12.00	12.25	-.13	-1.01	17.00	10.38	-.07	.38	-2.00	-10.46	1.00	.05 S	5.0	20.0	4.1	11.8	.20	1.6	05-07-84	53.3	2.2	1.0	5.17	7.42	0983
Jerrico Inc	JERR	14.38	13.50	14.25	.00	.00	20.63	11.88	-.38	.35	-1.48	-.74	1.33	-.08 N	-6.0	16.0	4.6	11.4	.12	.8	05-07-84	452.1	21.0	1.8	5.03	10.28	0683
Kapok Cp	KPK	3.88	3.00	3.38	.00	.00	9.38	2.88	.05	4.39	5.83	-6.57	-1.29	-.92 F	NE	-52.0	-22.0	NE	.00	.0	00-00-00	12.3	-2.7	.7	1.74	2.45	0983
Kelly-Johnston	KEJO	5.00	4.75	4.88	.13	2.63	18.63	4.25	-.05	.19	-2.75	7.15	.40	-.31 N	-75.6	16.0	6.3	48.8	.00	.0	10-13-82	38.0	2.4	4.0	3.29	4.41	0383
Karcher Carl	CARL	25.00	24.00	25.00	.50	2.04	43.75	18.75	.08	.89	-7.84	-19.13	1.32	.34 S	28.5	23.0	4.0	16.3	.00	.0	02-16-83	231.0	9.3	2.4	8.31	8.13	0183
Luby's Cafe	LUB	34.38	32.75	34.38	.00	.00	39.75	31.25	.14	1.11	2.63	21.29	1.53	.31 N	20.9	27.0	9.8	19.2	.60	1.7	06-04-84	141.4	13.9	1.6	.60	7.80	0883
Marcus Corp	MRCS	12.63	12.25	12.25	-.25	-2.00	14.88	11.38	.04	.30	-2.42	-29.49	1.28	.13 N	10.6	6.0	6.1	9.1	.28	2.3	07-10-84	108.9	6.6	1.2	2.72	11.07	0583
Marriott Corp	MHS	70.00	66.75	66.75	-1.38	-2.02	79.25	58.50	.33	-.26	.63	-17.39	4.15	.77 Q	21.9	31.0	3.8	15.6	.44	.7	06-18-84	3036.7	115.2	.8	39.87	23.37	1283
Maverick Rest	MAVR	5.38	5.00	5.38	.38	7.50	7.00	4.13	.22	1.48	2.60	48.31	.13	.15 Q	NC	98.0	9.5	35.8	.00	.0	00-00-00	6.3	.6	2.3	.06	.82	0184
McDonald's Cp	MCD	70.00	67.38	69.63	1.00	1.46	74.38	55.75	.27	.57	-.55	-3.17	5.74	.74 F	14.8	24.0	11.2	12.1	1.16	1.7	05-23-84	3062.9	342.6	.0	.00	.00	1283
Morrison Inc	MORR	17.50	17.00	17.13	-.25	-1.44	20.75	13.13	.96	.41	2.82	21.66	1.34	.14 N	10.9	13.0	4.5	12.1	.40	2.3	07-16-84	416.4	18.7	1.5	2.39	8.57	0583
Mr Steak	MSST	2.13	2.00	2.00	-.25	-11.11	3.47	2.00	-.74	-1.35	.94	35.45	.15	.34 S	NE	-25.0	1.1	15.4	.00	.0	03-26-84	63.2	.7	1.3	1.34	1.42	0983
Nathans	NATH	2.13	2.13	2.13	.00	.00	3.63	1.66	.38	.43	-2.18	-31.43	.20	.12 F	150.0	25.0	2.0	10.6	.00	.0	09-09-83	20.0	.4	.8	.05	1.79	0383
Naugles Inc	NAUG	9.38	8.50	8.50	-.63	-6.85	32.75	7.50	.72	-.46	2.21	9.40	.70	-1.71 N	-228.0	-26.0	3.6	NE	.00	.0	11-01-82	86.7	3.1	.8	6.57	4.96	0683
Ogden Corp	OG	28.38	27.75	28.00	.00	.00	34.38	24.50	.22	.38	.29	11.93	2.64	.60 Q	30.1	-8.0	3.0	10.8	1.80	6.4	06-08-84	1727.8	52.5	1.9	15.29	18.87	1283
Pancho Mex Buffet	PAMX	7.00	6.63	6.88	.00	.00	8.88	5.88	.39	.92	-.34	-11.25	.43	.15 S	44.1	65.0	4.8	14.0	.10	1.5	09-08-83	25.1	1.2	1.2	.11	2.75	0983
Peoples Rest	PEPL	1.88	1.50	1.50	-.50	-25.00	14.25	1.25	-1.13	-5.20	-.88	31.37	.28	-.32 N	-160.0	115.0	7.5	NE	.00	.0	00-00-00	25.3	1.9	1.3	1.86	4.41	0683
PepsiCo Inc	PEP	42.38	40.75	41.75	.00	.00	43.50	32.63	.02	.00	-2.36	6.40	3.01	.17 Q	5.7	3.0	4.0	13.4	1.68	4.0	06-04-84	7093.6	284.1	1.3	8.76	19.18	1283
Piccadilly Caf	PICC	22.25	21.50	22.25	.50	2.30	22.25	12.75	.54	.60	-.30	-9.17	.99	.05 N	4.6	5.0	3.9	19.7	.60	2.7	06-04-84	152.7	6.0	1.6	.00	7.71	0683
Pillsbury Co	PSY	37.50	34.50	35.88	-1.38	-3.69	41.50	27.75	-.31	-.36	-.55	22.98	3.29	.96 N	32.6	13.0	3.9	9.2	1.40	3.9	07-26-84	3685.9	143.0	1.4	13.22	22.10	0583
Pizza Inn	PZA	11.75	10.50	10.63	-.75	-6.59	17.50	8.38	.89	-.12	4.44	-26.32	1.14	.38 Q	53.5	30.0	2.5	9.7	.08	.8	04-16-84	146.9	3.6	1.2	15.12	7.77	1283
Po-Folks	POFO	14.50	14.00	14.38	-.13	-.86	16.75	12.63	.04	.43	-5.32	9.09	.37	.41 Q	NC	4.0	1.9	35.1	.00	.0	00-00-00	69.8	1.3	1.1	4.68	4.95	0983
Ponderosa Sys	PON	19.88	19.00	19.25	-.25	-1.28	24.88	16.00	-.16	.05	-4.79	-16.64	1.50	-.41 N	-25.7	-5.0	2.8	16.3	.40	2.1	06-06-84	376.7	10.4	.8	8.03	12.43	0283
Ramada Inns	RAM	7.50	6.50	6.63	-.88	-11.67	11.88	6.50	-.08	-.18	4.01	-39.55	.13	1.48 Q	NE	-18.0	.7	11.8	.00	.0	10-19-81	573.8	4.2	.6	18.50	5.12	1282
Rax Restaurants	RAXR	16.00	15.00	15.25	-.75	-4.69	22.75	12.50	.16	.22	-2.84	11.05	.57	.63 Q	NC	57.0	3.8	24.2	.00	.0	00-00-00	63.0	2.4	1.7	4.33	3.63	0783
Rest Assoc	RA	8.38	7.88	8.13	-.38	-4.41	9.75	6.50	.57	.88	5.95	3.57	.88	.17 Q	25.0	23.0	1.9	9.6	.00	.0	00-00-00	118.9	2.2	1.0	3.98	7.15	1282
Rest Systems	RSYS	13.00	11.00	12.00	1.75	17.07	13.50	9.00	1.27	.89	5.21	17.45	.72	.75 Q	NC	19.0	4.7	16.0	.00	.0	00-00-00	29.6	1.4	1.8	1.21	5.19	1283
Ritzys G D	RITZ	7.00	4.50	4.50	-2.00	-30.77	18.25	4.50	-.62	-2.31	5.86	13.06	-.17	.17 Q	NE	-25.0	-9.6	NE	.00	.0	11-25-83	8.3	-.8	.7	.17	2.29	1283
Ryans Fam Steak	RYAN	20.50	19.75	20.00	.50	2.56	28.25	15.50	.69	.33	6.65	34.62	.52	.23 Q	65.7	60.0	10.8	34.5	.00	.0	04-20-83	19.5	2.1	8.2	.19	3.89	1283
Saga Corp	SGA	30.25	28.38	28.63	-.88	-2.97	40.25	24.63	.22	-.62	-5.11	-40.68	2.10	.52 S	29.7	64.0	2.3	12.6	.44	1.5	05-14-84	978.8	22.4	.9	4.65	10.62	0683
Sandwich Chef	SHEF	7.50	7.50	7.50	.00	.00	14.25	7.25	-.03	.49	-1.82	2.17	.70	-.17 N	-22.6	15.0	4.5	12.9	.00	.0	00-00-00	20.2	.9	1.5	.08	5.38	0683
Sea Galley	SEAG	10.13	8.88	9.00	-1.00	-10.00	15.00	7.50	-.33	-.41	-4.85	-14.26	.23	.42 Q	221.0	10.0	1.2	14.8	.00	.0	06-02-81	73.0	.9	.6	5.06	3.18	1283
Servico Inc	SRVI	21.50	17.50	21.50	3.50	19.44	21.50	13.50	.72	4.59	7.35	36.43	1.19	.99 Q	180.0	21.0	2.5	14.0	.00	.0	09-09-83	151.0	3.7	1.1	59.39	6.82	1283
Shoney's Inc	SHON	27.13	26.00	27.13	1.00	3.83	27.13	20.00	.52	.66	4.40	-25.23	1.17	.28 S	27.4	34.0	6.0	20.9	.16	.6	06-19-84	392.8	23.4	1.6	2.64	6.83	1083
Shoneys South	SHNS	17.00	16.38	16.50	.00	.00	20.50	13.75	.65	-.11	-1.56	-16.53	1.24	.45 Q	52.3	33.0	3.5	12.6	.00	.0	00-00-00	142.0	4.9	.7	3.51	8.76	1283
SIS Cp	SISB	6.75	6.00	6.00	-.75	-11.11	11.50	6.00	-.16	.46	-1.37	.00	.14	.13 F	300.0	65.0	4.4	42.9	.00	.0	00-00-00	4.5	.2	6.0	.97	2.65	1283
Sizzler Rest Intl	SIZZ	12.75	12.00	12.25	-.75	-5.77	15.00	8.75	-.03	-.32	-1.66	-65.79	1.01	.08 N	8.3	15.0	4.5	11.8	.00	.0	00-00-00	128.0	5.8	2.3	1.49	6.27	0483
Skippers	SKIP	9.75	9.50	9.63	-.63	-6.10	15.50	9.00	-.47	.67	-.32	14.79	.81	.14 Q	20.8	26.0	4.0	11.9	.06	.6	04-02-84	50.5	2.0	1.3	1.84	6.39	1283
Sonesta Hotel	SNSTA	18.50	18.00	18.50	.50	2.78	22.00	16.50	-.01	1.33	12.15	-38.46	1.02	-.94 Q	-118.9	-17.0	2.3	NE	.30	1.6	06-04-84	73.4	1.7	.7	41.07	6.99	1283
So Hospitality	SHOS	4.25	4.00	4.25	.25	6.25	6.75	3.75	.45	.51	2.47	-60.08	.27	.05 N	19.2	75.0	3.8	13.7	.00	.0	00-00-00	26.3	1.0	.8	4.32	.24	0583
Consol Prdts	COPI	5.88	5.63	5.75	-.13	-2.13	10.00	4.88	.27	.32	-4.34	-9.56	.29	.06 S	25.0	71.0	2.1	19.2	.00	.0	00-00-00	63.4	1.3	1.3	4.90	3.05	0983
TGI Friday's	TGI	12.88	12.38	12.75	.25	2.00	17.88	10.00	.13	.64	.11	-6.69	.65	.68 Q	NC	28.0	4.5	18.8	.00	.0	00-00-00	229.5	10.4	1.9	2.44	6.94	1283
TGIF Texas	TEXF	3.25	3.25	3.25	.00	.00	7.50	3.25	-.34	.38	1.15	42.86	.06	.06 F	NC	76.0	.0	54.2	.00	.0	00-00-00	9.0	.0	.9	1.19	1.92	1283
Transworld	TW	27.63	26.13	26.25	-.88	-3.23	33.53	17.81	.03	-.61	-1.67	22.20	1.30	.27 F	26.2	-9.0	3.2	20.2	.10	.4	05-09-84	1889.2	60.2	1.2	7.79	13.90	1283
Vicorp Restaurants	VRES	17.00	16.25	16.50	-1.00	-5.71	22.00	12.88	-.19	.41	-4.15	-20.96	.85	.31 Q	52.5	56.0	5.1	18.3	.12	.7	03-23-84	93.8	4.8	1.0	6.03	5.30	1083
Victoria Stations	VSTA	7.25	7.00	7.13	-.25	-3.39	11.50	5.13	.82	.52	-2.22	22.57	-1.02	-.44 N	NE	-61.0	-7.1	NE	.00	.0	09-19-79	111.9	-8.0	.6	8.39	8.51	0383
Wendys Intl	WEN	18.00	16.63	17.00	-.13	-.73	18.25	10.78	.47	-.80	-1.04	-6.55	1.01	.19 Q	21.8	21.0	7.7	16.0	.24	1.4	05-01-84	715.1	55.2	.7	1.59	5.67	1283
Wstn Steer	WSMP	11.75	11.75	11.75	.00	.00	13.75	9.00	.85	.50	.54	-35.48	1.02	.10 F	10.8	4.0	3.3	11.5	.16	1.4	06-05-84	36.1	1.2	1.6	5.02	10.04	0284
Winners Cp	WNER	10.25	9.88	10.13	.00	.00	17.13	7.75	.76	.49	-3.36	-19.06	.63	-.06 Q	-9.2	12.0	3.3	17.2	.00	.0	03-10-83	88.2	2.9	.5	7.06	6.43	1282

All data is based on sources believed to be reliable, but its accuracy is not guaranteed. Every effort will be made to correct errors, when discovered, in future issues.

Footnotes:

NA - Not Applicable
NC - Not Calculable
NE - Negative Earnings
NM - No Meaningful Figure
Q - First Quarter
S - First 6 Months
N - First 9 Months
F - Fiscal Year

Data and Table Prepared by Media General Financial Services, Inc., Richmond, Virginia 23219

FINANCIAL NEWS

Pizza Hut's largest franchisee to go public with $10 million offer

PITTSBURG, Kan. — National Pizza Co., Pizza Hut's largest franchisee with 94 units, is going public with a 955,000-share offering expected to raise at least $10 million to help develop the Los Angeles market.

National Pizza would become the second major Pizza Hut franchisee to enter the public markets in a year. Tulsa-based A&M Food Service, the second-largest franchisee with 92 units, raised $5.7 million in its initial stock offering last September.

National Pizza said it would use the proceeds of its offering to pay down debt and to expand, particularly in Los Angeles, which Pizza Hut is targeting as a major development priority. Only 58 Pizza Huts are now open in Los Angeles, operated by franchisor PepsiCo and three other franchisees.

Ten of National Pizza's 18 new restaurants in the coming year are earmarked for Los Angeles, marking a shift from the Southeast, where National Pizza largely operates. It has 22 units in Alabama, with the rest spread through Arkansas, Mississippi, Missouri, Louisiana and Tennessee.

After the offering, chairman and chief executive Gene Bicknell's share of the company would drop to 69% from 84%, and president Gordon Elliott's stake would decline to 8.2% from 9.9%. Bicknell, 51 founded the company in 1962 when he bought his first franchised Pizza Hut in Pittsburg, Kan.

National Pizza Co. is going public at a time when the new-issues market has all but evaporated. Elliott asserted, however, that his company's issue would benefit from the lack of competition in the markets.

The company, like the rest of the Pizza Hut chain, has been buoyed in recent years by the rollout of Personal Pan Pizza, which at National Pizza Co. helped to vault average unit sales 21% in the last year to $390,000 annually.

The company posted almost a 50% net profit gain to $4 million on a 21% sales gain to $36.2 million for the year ended March 27, as the number of units increased by three.

National Pizza has long been one of Pizza Hut's most innovative franchisees. While the chain is just now rolling out barbecue pizza, National Pizza has had it in its Memphis stores for 10 years, where it is garnering 5% of sales.

In addition, National Pizza has been providing delivery service for 12 years, particularly in units near colleges.

Pizza Hut is now testing delivery in a handful of markets. But while National Pizza runs it out of their standard units, Pizza Hut is experimenting with specially built delivery-only outlets.

National Pizza Co. was formerly known as Southeast Pizza Huts Inc.

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Marriott boosts 2nd-qtr. profit 29% to $36 million

WASHINGTON — Buttressed by continued improvement in the general economy, Marriott Corp. posted a net profit of $36.6 million for the second quarter ended June 15, a 29% increase over year-earlier figures.

Systemwide sales for the quarter rose 21% over 1983, from $682.8 million to $824.6 million.

For the first 26 weeks of fiscal 1984, the diversified food service and lodging company showed a net profit of $59.7 million on sales of nearly $1.6 billion, increases of 25% and 19% respectively.

Marriott, which completed the divestiture of its Santa Clara, Calif. Great America theme park during the second quarter and will complete the sale of its remaining theme park in Gurnee, Ill., later this year, showed strong improvement in all three of its primary business divisions—hotels, restaurants and contract food service.

At the company's hotel and resort division, second-quarter operating income increased 20% over year-earlier figures while sales jumped 26%. Approximately 2,000 rooms were added during the quarter while occupancy rates for comparable units climbed 3%.

Marriott's restaurant division, including Roy Rogers, Bob's Big Boys and Host specialty restaurants, posted an 18% gain in operating income for the quarter on a 13% sales improvement.

Expansion of airline catering services played a major role in growth at Marriott's contract food-service division which showed a 15% gain.

Gadgets net loss reaches $3.57 million

RUTHERFORD, N.J. — Gadgets, the beleaguered restaurant-entertainment chain owned by Warner Communications, suffered a $3.572 million net loss on six restaurants for the first five months ended May 27, corporate financial figures of the Warner Leisure division reveal. Gadgets has since opened in Denver and Westbury, Long Island.

Warner Communications wants to sell the chain, inside corporate sources indicate. Gadgets has been struggling under the twin burdens of huge initial startup investment costs and a fierce competitive situation, going head-to-head with such as T.G.I. Friday's, Houlihan's and Bennigan's.

In addition, the units are scattered without advertising impact in Ocean Township, N.J.; Reading, Pa.; Towson, Md.; Rochester, N.Y.; Niles, Ohio, and Fort Lauderdale, Fla.

But Gadgets' top executives maintain they will make the chain profitable by year-end following a remerchandising and repositioning in which the cartoon and animation emphasis are being curtailed in favor of "a concentration on food and quality."

Financial Jottings

Fuddruckers public offer: $7.6M

SAN ANTONIO — Fuddruckers Inc. priced a secondary public offering at $11.75 per share for 650,000 shares, which is 150,000 more shares than initially planned, to raise about $7.6 million for expansion.

McDonald's swaps stock shares

OAK BROOK, Ill. — McDonald's Corp. swapped 1.4 million new shares of convertible adjustable preferred stock for foreign-denominated debt held by an investment banker. The company said it would get no proceeds, but the maneuver often produces paper profits.

Po Folks offers 11.5% debentures

NASHVILLE — Po Folks Inc. said it is offering $18.5 million of 11.5% convertible debentures, due in 20 years, and priced at 85.

Horn & Hardart ups shares

NEW YORK — Horn & Hardart Co., which operates Bojangles chicken and biscuits, said its stockholders agreed to increase the number of authorized Class A preferred shares to five million from 400,000. The company said it wanted more flexibility in financing growth and possible acquisitions.

Two added to FRB listing

NEW YORK — Two companies said they had been added to the Federal Reserve Board's list of over-the-counter stocks that can be traded on margin. They are Restaurant Systems Inc. of Atlanta, and Winner's Corp. of Nashville. Winner's also said it planned to file an application to gain a listing on the New York Stock Exchange.

Wyly: 'No private USA Cafes plan'

DALLAS — USA Cafes, franchisor of the 550-unit Bonanza family steakhouse chain, disclosed chairman Sam Wyly has withdrawn his plan to take the company private.

Instead, Wyly agreed to reduce his stake in the company to less than 50% and to let minority holders decide any future going-private plan.

Le Bistro set to go public with million-share offer

MINNEAPOLIS — Le Bistro Inc., a 12-unit chain of mall restaurants featuring "country French" cooking, has filed a plan to go public by selling up to one million shares priced at $1.50 each.

Neil Berman, the company's 35-year-old president who opened the first Le Bistro in 1976, would remain the biggest shareholder with 20% to 25%.

The company, which franchises nine of its units, showed net profit of $114,790 for the year ended December, compared to a $295,000 net loss in fiscal 1982.

EARNINGS REPORT

Company	Period	Period Ended	Total Sales*	% Change	Revenues*†	% Change	Net Income (Loss)*	% Change
Amer. Fam. Piz.	3 mos.	3/31	$ 2.200	50.0			(0.037)	
Arthur Treacher	3 mos.	4/30			$ 1.540		$ 0.136	
Collins Foods	12 mos.	4/30			395.700	22.0	15.400	25.0
El Torito	3 mos.	3/31	58.500	25.0			1.566	114.0
Family Entertainment	3 mos.	4/1	3.670	–31.0			(0.111)	
G. D. Ritzy's	3 mos.	4/1			3.100	147.0	(0.647)	
Gadgets	5 mos.	5/27					(3.572)	
Hamburger Hamlet	12 mos.	3/25	95.000	9.0	35.500	4.5	1.100	47.0
Luby's	3 mos. 9 mos.	5/31 5/31			47.285 126.212	12.6 20.5	5.145 12.410	36.0 24.0
Mr. Steak	3 mos.	4/2			17.500	19.3	(0.016)	
Nankin Express	3 mos.	4/30	0.165				(0.123)	
Rest. Syst.	3 mos.	4/21			10.491	12.6	0.481	51.0
Rax Restaurants	3 mos. 9 mos.	4/28 4/28			21.800 65.900	32.0 31.0	0.546 2.600	74.0 90.0
Shoney's South	3 mos.	4/15			46.900	16.8	1.900	69.8
Skippers	3 mos.	6/10	16.838	7.0	14.415	23.0	0.584	6.0
This Can't Be Yogurt	3 mos. 6 mos.	5/31 5/31			1.888 2.738	211.0 202.0	0.312 0.349	314.0
Western Steer	3 mos.	5/18			9.546	22.0	0.329	46.0

Source: *Company earnings reports*

—loss in corresponding period
**In millions*
†In cases where companies do not break out their total sales for all units, revenues are indicated instead. These generally consist of company-owned restaurant sales, franchise fees and rental incomes, royalties and operating income, as well as other miscellaneous incomes, such as interest income and gains on real estate and construction.